

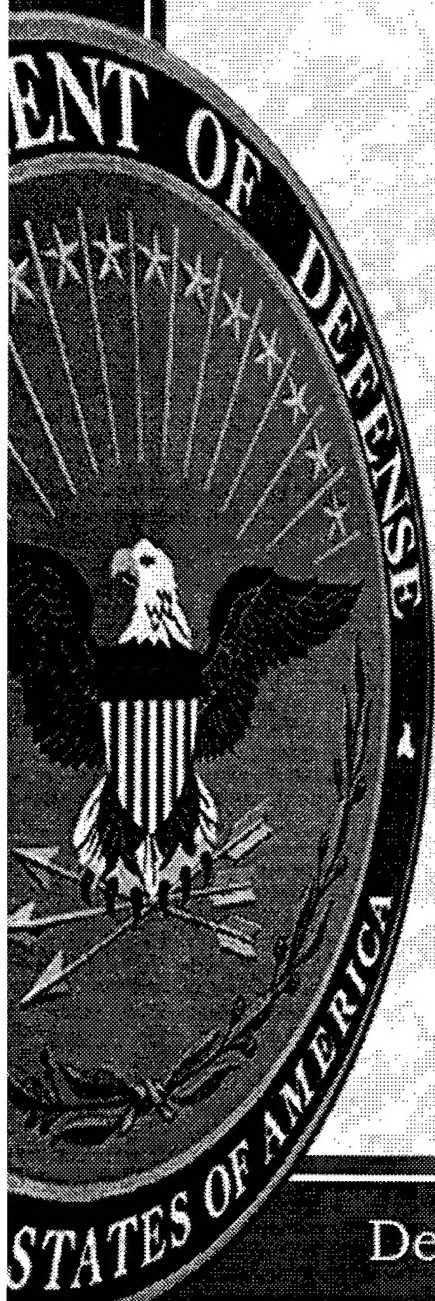
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# 1998 DoD RECRUITER SURVEY: PROFILES AND TRENDS

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14. ABSTRACT In 1989, the Defense Manpower Data Center (DMDC), on behalf of the Office of Accession Policy (OASD/FMP/MPP), designed and administered a survey to obtain baseline information regarding field recruiters' perceptions of issues related to recruiter quality of life. Since then, the recruiter survey has been administered in 1991, 1994, 1996 and 1998. The survey results provided are based on returns from 2,766 active-duty Service production recruiters-those with at least one year on recruiting duty and assigned a goal/mission, either personal or team.  The survey results clearly validated the challenge of recruiting in 1998. Overall, military recruiters were more experienced, more likely to want to stay in recruiting and more likely to be working long hours than in 1996. In spite of this, goal achievement was reported at its lowest level since the DoD began surveying recruiters in 1989. Recruiters were not taking leave and were working while on leave, and still found it difficult to make goal. Nevertheless, their satisfaction with recruiting rose, as did their confidence with the leadership of their supervisors.					
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# **1998 DoD RECRUITER SURVEY: PROFILES AND TRENDS**

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# 1998 DOD RECRUITER SURVEY: PROFILES AND TRENDS

## EXECUTIVE SUMMARY

In 1989, the Defense Manpower Data Center, on behalf of the Directorate for Accession Policy, designed and administered a survey to obtain baseline information regarding field recruiter perceptions of issues related to recruiter selection and training, organizational leadership, recruiter support, and quality of life. Since then, the recruiter survey was administered in 1991, 1994, 1996 and 1998. Over the years, new survey items were added and others eliminated to ensure the survey was responsive to the information needs of both personnel who formulated recruiting policy and those who managed recruiting programs. For example, questions were added to the 1998 survey on access to medical care and on recruiter use of computers and the Internet. The survey sample also evolved. The 1989 survey was administered to active Army, Navy, Air Force, and Marine Corps recruiters. In 1991, the Reserve Components were added to the sample and in 1994, the sample was expanded to include Coast Guard recruiters.

The target population for the *1998 DoD Recruiter Survey* was recruiters with monthly goals and at least one year of recruiting duty. The target population, consisting of Active and Reserve Component recruiters, was used to generate all the results found in this report. The sampling frame, from which approximately a 33 percent random sample was drawn, consisted of all military recruiters identified by each of the active Services and Reserve Components. The survey was fielded from November 1998 to February 1999. Of the 8,466 recruiters selected for the sample, a total of 5,163 usable forms were returned for a 61.0 percent unweighted response rate. Of the returned forms, 4,343 were in the target population of recruiters having monthly goals and at least one year of recruiting experience.

## Major Findings

Results from the *1998 DoD Recruiter Survey* should be considered in the context of the current recruiting environment. Today, because of a booming economy and increased youth college enrollment, the Services are struggling to achieve their recruiting goals. The Army and Navy failed to meet recruiting objectives in FY 1998; and in FY 1999, the Army and Air Force experienced recruiting shortfalls. The survey results clearly validate the challenge of today's recruiting climate. Overall, military recruiters were more experienced, more likely to want to stay in recruiting and more likely to be working long hours than in 1996. In spite of this, goal achievement was reported at its lowest level since the DoD began surveying recruiters in 1989. Recruiters were not taking leave and were working while on leave, and still found it difficult to make goal. Nevertheless, their satisfaction with recruiting rose, as did their confidence with the leadership of their supervisors.

The *1998 DoD Recruiter Survey* major findings cover topical areas that were included in previous surveys (1989, 1991, 1994, and 1996). Questions within these core topical areas were designed to collect information regarding field recruiter perceptions of quality of life issues. These areas are: goal achievement, job demands, improprieties, management/supervisory support, job satisfaction. Measures in most of the core areas continue a negative trend, confirming that the recruiters are facing many challenges. Each area is discussed below.



## ***Goal Achievement***

Roughly one-third of all active DoD recruiters reported achieving their assigned goals in nine or more months out of the year preceding the *1998 DoD Recruiter Survey*. This was a lower level than in 1996 or 1994, reflecting substantial decreases among Army and Air Force recruiters. Of Army recruiters, 16.9 percent reported achieving goal in nine or more months prior to the 1998 survey, down from 28.8 percent in 1996 and 48.8 percent in 1994. Of Air Force recruiters, 50.2 percent reported that they achieved goal nine or more months, down from 61.8 percent in 1996. Of Reserve and Guard recruiters, 57.3 percent reported that they achieved their goals in nine or more months of the previous year. The percentage of Army Reserve recruiters who reported reaching goal in at least nine or more months of the past year fell 20-percentage points between 1996 and 1998.

About half of Active and Reserve Component recruiters agreed that their monthly goals were achievable. Army and Army Reserve recruiters were the least likely to perceive that their monthly goals were achievable with only 40.1 percent and 32.2 percent, respectively, reporting that their goals were achievable. The percentage of Army recruiters who agreed that monthly goals were achievable rose from 34.4 percent in 1996 to 40.1 percent in 1998.

## ***Job Demands***

Two-thirds of active DoD recruiters reported working, on average, more than 60 hours per week on duty-related tasks. Recruiters' average workweek in 1998 was the longest reported since the recruiter surveys began in 1989. One third of Reserve and Guard recruiters worked over 60 hours per week which is also the highest percentage in the history of the survey.

Increased job demands had noticeable impacts on the recruiters' annual leave. Over two thirds of active DoD recruiters and just under three fourths of Reserve Component recruiters said they voluntarily did not take leave due to the demands of their job. The percentage of recruiters who said they had voluntarily not taken leave due to the demands of their job rose significantly over that reported in 1994 for all ten Services and Components (1998 percentages were very similar to 1996 percentages).

## ***Improprieties***

In 1998, over one-quarter of active DoD recruiters and under one-quarter of Reserve and Guard recruiters thought that recruiting improprieties took place in their recruiting command frequently. This perception was most prevalent among Army and Army Reserve recruiters. Except for Navy, all active DoD recruiters' perceptions of recruiting improprieties rose between 1996 and 1998.

## ***Management/Supervisory Support***

Over half of active DoD and Reserve Component recruiters agreed that they received good support from their supervisors. Both numbers increased from 1996 figures. Army and Army Reserve had the lowest percentages, and Air Force, Air Force Reserve and Air National Guard had highest percentages within their respective Components agreeing that they received good support from their supervisors.

Under half of Active and Reserve Component recruiters agreed that their supervisors worked as team with them. The percentages for both groups were higher than in 1996. Proportionately more Marine Corps, Air Force Reserve and Air National Guard recruiters agreed that they worked as a team with their superiors.

### ***Job Satisfaction***

The proportion of active DoD recruiters who reported they were satisfied with recruiting increased significantly, from about one-quarter in 1996, to one-third in 1998. Under 60% of Reserve and Guard recruiters said they were satisfied with recruiting in 1998. The percentage of recruiters satisfied with recruiting increased from 1996 in every active Service and in most Reserve Components. Although satisfaction with recruiting rose overall, the percentage satisfied with recruiting in the Army and Army Reserves remained the lowest among both active DoD and Reserve and Guard recruiters, respectively.

Just over one-quarter of active DoD recruiters said they would remain in recruiting if given the option. For those in the Army, Marine Corps and Air Force, proportionately more recruiters in 1998 said they would remain in recruiting if given a choice than in 1996. About half of Reserve and Guard recruiters would choose to remain in recruiting. There was much variation between the Components. Less than one-quarter of Army Reserve recruiters and three-quarters of Air Force Reserve recruiters said they would remain in recruiting if given the choice.





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# CHAPTER 1: BACKGROUND

## Introduction

Beginning in 1989, and subsequently in 1991, 1994, 1996, and 1998, the Department of Defense (DoD) carried out surveys of experienced military recruiters. These surveys, based on large, randomized samples, were conducted in response to Congressional concern regarding the quality of life of recruiters and the ultimate success of the All-Volunteer Force. Military Services must attract talented young men and women--bright, task-focused, self-starters--who can handle the growing complexity of military systems and operations. Efforts to recruit these young people are challenged by a variety of factors, including America's booming economy and low unemployment. Increasingly, high school graduates are opting for college, while those in the non-college market have found many opportunities for career training. This competition places recruiting units of the various active Services and Reserve Components<sup>1</sup> under considerable pressure to meet accession goals.

The *1998 DoD Recruiter Survey* covered many of the same topics that were included in previous surveys, allowing trend analyses to be done. These topics include recruiter perceptions of the adequacy of their training and the preparation of their families for recruiting life, the reasonableness of individual and unit recruiting goals, the demands and stresses associated with meeting those goals, the adequacy of supervisor and command support, the level of recruiter out-of-pocket expenses and the frequency of improprieties that occur in recruiting. The trend analysis described in this report focuses on comparisons between the 1998 and 1996 surveys. Findings from the 1994 survey are also discussed where they differ markedly from 1998 findings. Additionally, the *1996 DoD Recruiter Survey: Profiles and Trends* report (Condon, Dunlop, Girard, Sundel & Feuerberg, 1997)<sup>2</sup> compares results from the 1996 survey to those of the three prior survey administrations.

New questions were added to some topic areas already in the survey; and, in some cases, old questions were re-worded to improve clarity. The new questions or new approaches under the topic area of Job Demands ask about: (1) non-recruiting duty hours worked per week; (2) amount of annual leave taken in the past year; (3) number of leave days worked at least part of the day; and (4) number of leave days lost due to demands of

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<sup>1</sup> The "active Services" (also referred to as the "Active Component") include the Army, Navy, Marine Corps, Air Force and Coast Guard. The "active DoD Services" exclude the Coast Guard, which is part of the Department of Transportation. The "Reserve Component" consists of the Army Reserves, Army National Guard, Naval Reserves, Air Force Reserves and the Air National Guard. The ten "Services and Components" include the five active Services plus the five Reserve Components.

<sup>2</sup> For some items, the distributions in this report for the 1996 results may differ slightly from those reported in the *1996 DoD Recruiter Survey: Profiles and Trends* (Condon et al., 1997). These differences reflect use of information from Defense Manpower Data Center's Active Duty Master File and the Reserve Components Common Personnel Data System to impute Service Component affiliation for survey respondents who did not self-report their Service Component in the 1996 survey.

recruiting duty. Recruiters were also asked whether, in the wake of media coverage of sexual improprieties in 1996, it had become more difficult to recruit females. The survey asked about out-of-pocket expenses--a question regarding the monthly amount spent on parking of a privately-owned vehicle (POV) for work purposes was added, along with a question on cost of public transportation for work purposes. Regarding recruiting leadership, the previous survey's question regarding satisfaction with leadership was expanded to ask about both the recruiter's immediate supervisor and the recruiting command beyond his or her immediate supervisor.

While many of the topics in the 1996 survey were repeated, several new topics were introduced in the *1998 DoD Recruiter Survey*. These include (1) health care access and coverage; (2) recruiter support activities; (3) autonomy; (4) supervisors' perspective on supervising recruiters; and (5) computer and Internet usage. A copy of the 1998 survey instrument is located in Appendix A.

## Methods

The target population for the *1998 DoD Recruiter Survey* was active and Reserve and Guard recruiters who have monthly goals and at least one year of recruiting duty. The sampling frame, from which approximately a 33-percent sample was drawn, consisted of all military members identified by each of the ten Services as involved in recruiting. Within this larger group, recruiters with monthly goals and at least one year's recruiting duty experience were identified through responses to two survey items.<sup>3</sup>

In addition, survey responses were merged with demographic data in Defense Manpower Data Center's (DMDC's) February 1999 Active Duty Master File (ADMF) and February 1999 Reserve Components Common Personnel Data System (RCCPDS). The demographic information from these files was used to impute incomplete survey-response demographic data and to access additional demographic information not collected in the survey.

Following notification letters by about 2 weeks, survey diskettes were first mailed starting the week of November 14, 1998 to 8,463<sup>4</sup> recruiters identified from the sampling frame. Reminder letters were sent during the week of December 12, 1998. A second diskette was mailed during the week of December 19, 1998 to sample members who had not returned their completed survey diskettes. The survey field was closed on February 23, 1999.

DoD sample members were told that they could request a paper copy of the questionnaire if they did not have access to a computer (131 requests). All Coast Guard sample members were mailed a paper questionnaire, regardless of access to a computer.

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<sup>3</sup> Responses from recruiters are included in the analysis if they filled in any response other than the first, "less than one year," in Question 2, and if they responded that they had personal monthly goals or team monthly goals in Question 3.

<sup>4</sup> While the sample size was 8,466, three sample members did not have a usable address. Thus, only 8,463 letters were sent out.

The number of returned, usable forms totaled 5,163, or 61.0 percent of the sample. However, 820 of the 5,163 usable forms came from individuals who did not meet one or both of the two eligibility criteria of (1) having at least one year of recruiting experience, and (2) monthly goals. These 820 cases were excluded, leaving data from 4,343 recruiters in the sample for analysis.<sup>5</sup> The distribution of survey cases by eligibility status is displayed in Appendix B, Table B-1. The distribution of survey respondents by Service and Component is displayed in Appendix B, Table B-2.

## Profiles

Appendix C contains demographic profiles of the recruiters who responded to the *1998 DoD Recruiter Survey*. Tables contain breakouts for each Service by age, gender, race, Hispanic ethnicity, marital status, education and paygrade.

The average active DoD recruiter was a married male aged 25-39, who was White and non-Hispanic (although active DoD Services had a relatively higher proportion of Blacks and Hispanics), in paygrades E-5 through E-7 with education beyond a high school degree. Compared to the active DoD recruiter, the average Coast Guard recruiter was a slightly older (aged 30-44) married male, in paygrades E-6 or E-7, who was less likely to have more than a high school diploma or GED. As compared to the average active DoD recruiter, the average Reserve and Guard recruiter was a married male (although there was a relatively higher proportion of females) who was older (aged 30-44), and more likely to have attained education beyond the high school level.

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<sup>5</sup> Of the eligible 4,343 cases, 20 respondents did not self-report their Service or Component. For these 20 cases, information from DMDC's February 1999 Active Duty Master File (ADMF) and Reserve Components Common Personnel Data System (RCCPDS) were used to impute the appropriate Service or Component.





## CHAPTER 2: DESCRIPTIVE ANALYSIS RESULTS

In the following pages, selected findings from the *1998 DoD Recruiter Survey* are discussed in terms of weighted percentages of production recruiters that responded to a question. Accompanying figures or tables display the percentage of recruiters who responded to a certain question option or combination of options.

The discussion of each question begins with aggregate results for total active DoD Services or total Reserve Component. The discussion then mentions the results of each Service or Component. It also includes comparisons across years if the question was asked in the 1996 and 1994 surveys. Ordinarily, comparisons across Services or Components and across survey years are mentioned only if the differences are statistically significant (using a t-test with a significance cutoff of alpha equal 0.05).

Many times, the responses shown in figures and tables represent two or more categories that are collapsed, or recoded, into one category. For example, a set of responses following a question might include the options: Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. A given figure or table will usually represent two similar categories "Strongly Agree" and "Agree" as a combined category of "Agree" and will be noted as "(recoded)" in the title. Also, please note that question numbers are included in the titles of all figures and tables to enable easy reference to the questionnaire (located in Appendix A).

The majority of tables corresponding with the discussions below are located in Appendix D. The tables give percentages for total active DoD as well as each individual active Service and the Coast Guard. Similarly, there are percentages for the total Reserve Component along with each individual Component. If the question was included in the 1996 or the 1994 surveys, these results are included in the corresponding Appendix D table as well.

The tables in Appendix D are organized in the order in which they are discussed and referenced throughout the report. An index at the front of Appendix D lists information to help locate specific tables more easily. The index contains: 1) the table number, 2) the page number of the table and 3) the corresponding *1998 DoD Recruiter Survey* question number. The Appendix D index is sorted by table number and by question number.

### Goal Achievement

Meeting goals for enlistment of new recruits each month is the central focus of the military recruiter's job and the key criterion for judging success. Several survey items measured goal achievement. The most direct question asked the number of months out of the past twelve that the recruiter achieved his or her monthly goal. Less direct questions focused on goal achievability, adequacy of the assigned market area, and the chance an experienced recruiter would have making goal in the recruiter's zone or area.

## Actual Achievement

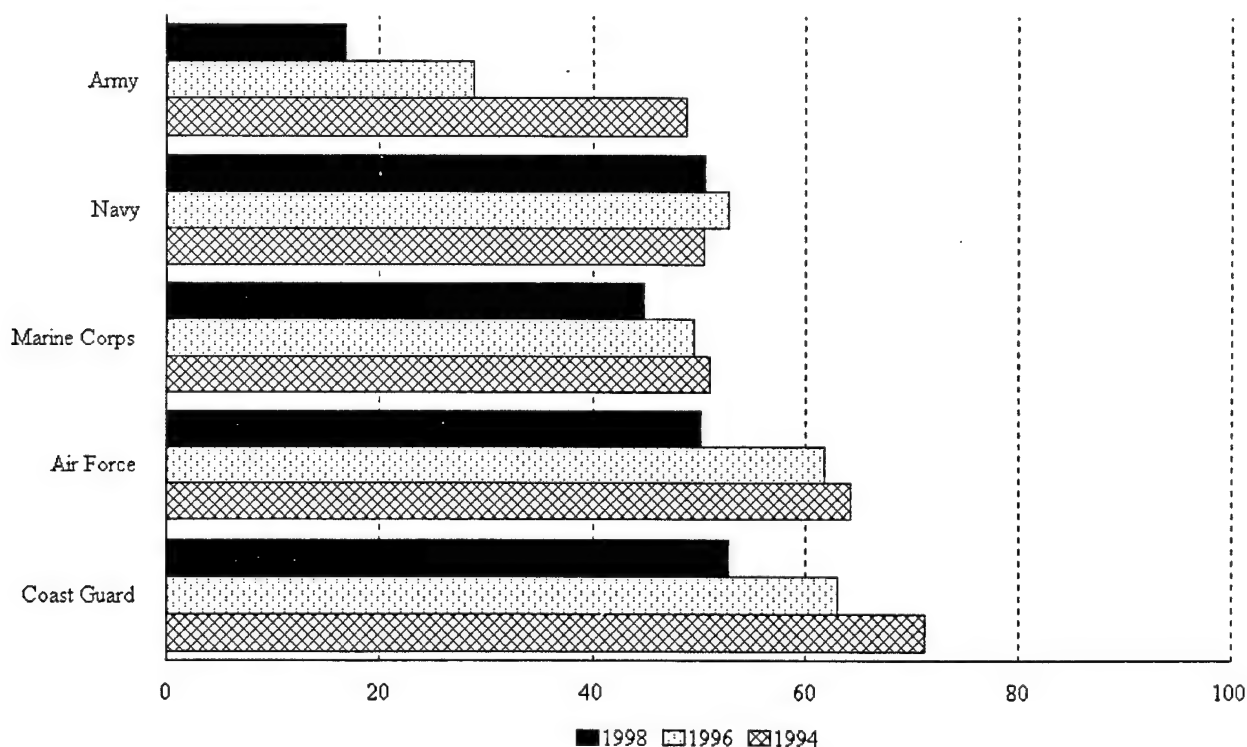
### Active Component

About a third (33.1%) of all active DoD recruiters achieved their assigned goals in at least 9 of the previous 12 months (see Appendix D, Table D-1). This proportion, however, differs substantially by Service. As Figure 1.1 reveals, approximately half of Navy recruiters (50.6%), Air Force recruiters (50.2%) and Marine Corps recruiters (44.9%) achieved goal in at least three-quarters of the past year, while only 16.9 percent of Army recruiters reached this threshold. Differences at the lower end of achievement also were notable. Whereas only 4.6 percent of Air Force recruiters reported making goal in fewer than 3 months out of the year, 31.2 percent of Army recruiters reported this low level of achievement. Among Coast Guard recruiters, over half (52.8%) achieved their assigned goals in at least 9 of the past 12 months.

The 33.1 percent of all active DoD recruiters who reached goal in at least 9 months of the past year was significantly lower than in 1996, when it was 41.8 percent; this was sharply lower than in 1994, when it was 51.3 percent. The 1998 figure was the lowest reported since DMDC began administering *DoD Recruiter Surveys* in 1989. The success level among Coast Guard recruiters was also down, from 63.0 percent in 1996 to 52.8 percent in 1998.

**Figure 1.1.**

**Active Component: Percentage Achieving Monthly Goals 9+ Months in Past 12 Months - Question 21**



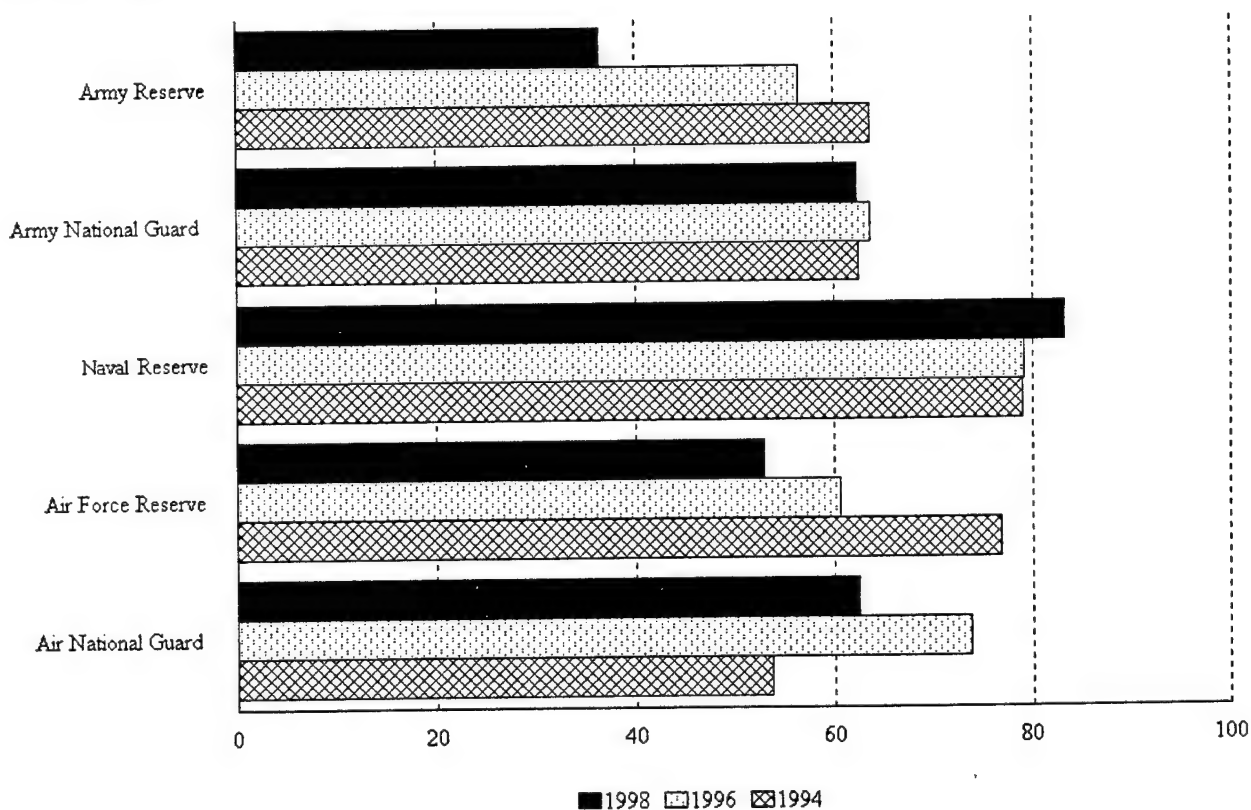
## Reserve Component

Among recruiters in the Reserve Component, 57.3 percent achieved goal in at least 9 of the past 12 months. Figure 1.2 shows that these success rates varied dramatically across the Reserve Component. At the upper end, 83.3 percent of Naval Reserve recruiters achieved this level of success, while among Army Reserve recruiters, only 36.5 percent reported meeting their goals in at least 9 of the past 12 months.

As with active recruiters, the percentage of Reserve Component recruiters who reached this threshold declined, from 64.4 in 1996 to 57.3 in 1998. It declined dramatically in the Army Reserve (from 63.7 percent in 1994 and 56.5 percent in 1996 to 36.5 percent in 1998). The only Reserve Component that experienced an increase in achieving goal since 1996 was the Naval Reserve; however, even this increase was not statistically significant.

**Figure 1.2.**

***Reserve Component: Percentage Achieving Monthly Goals 9+ Months in Past 12 Months - Question 21***



## Goal Achievability

### Active Component

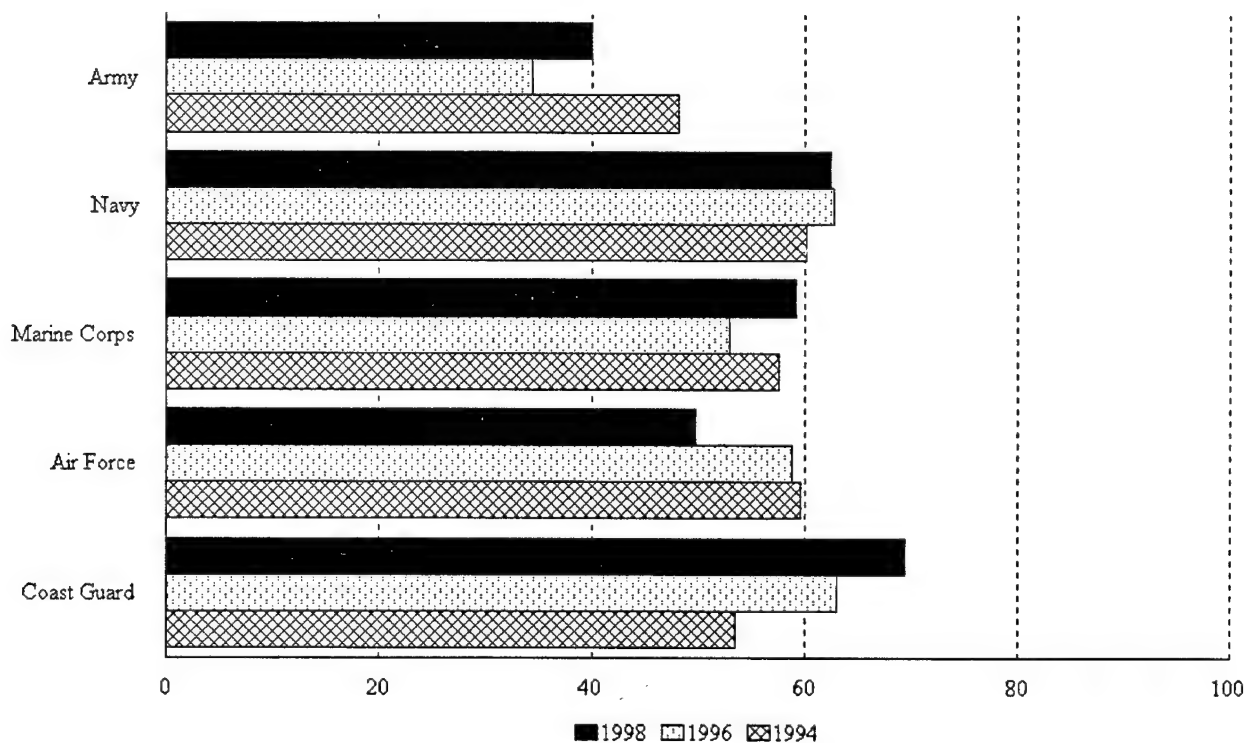
Among all active DoD recruiters, 49.7 percent agreed in 1998 with the statement that monthly goals were achievable (see Appendix D, Table D-2). Slightly more than one-fourth (26.7%) disagreed. Perceptions of goal achievability varied significantly across the Services. Figure 2.1 shows that while 40.1 percent of Army recruiters agreed with achievability, nearly two-thirds (62.5%) of Navy recruiters and 59.2 percent of Marine Corps recruiters voiced agreement.

The percentage of Coast Guard recruiters who agreed that monthly goals were achievable was significantly larger than the percentage of active DoD recruiters (69.4% of Coast Guard recruiters agreed).

The percentage of all active DoD recruiters perceiving that goals were achievable did not change significantly from 1996 (49.7% in 1998 versus 47.4% in 1996) but did change significantly from 1994 (54.5%).

**Figure 2.1.**

**Active Component: Percentage Agreeing That Monthly Goals Were Achievable**  
- Question 20a

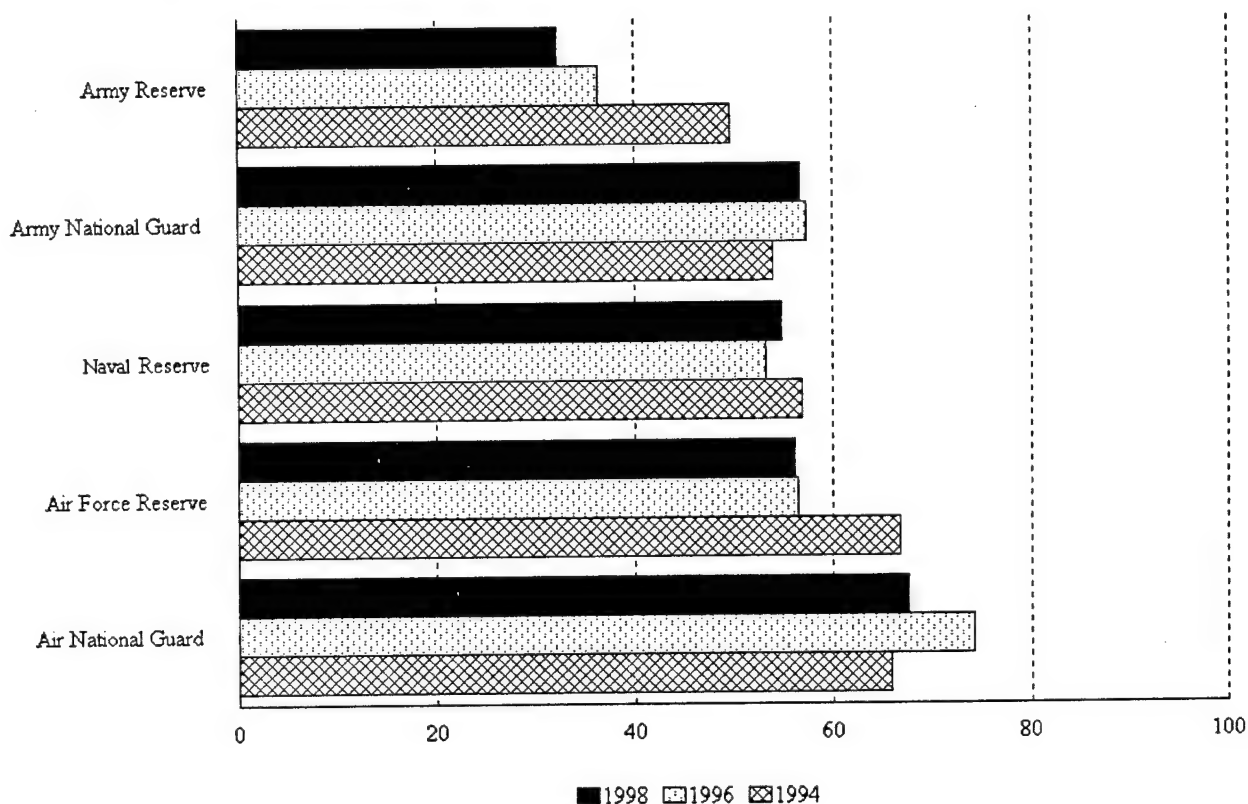


## Reserve Component

Overall, 50.9 percent of recruiters representing the Reserve Component agreed that monthly goals were achievable, while 29.1 percent disagreed. Again, the variability across the Reserve Component was very large. Figure 2.2 shows that while 67.6 percent of Air National Guard recruiters felt monthly goals were achievable, 56.8 percent of Army National Guard and only 32.2 percent of Army Reserve recruiters expressed this opinion. Perception of achievability among all Reserve and Guard recruiters remained relatively unchanged since 1994 (54.3% in 1994; 52.7% in 1996, and 50.9% in 1998).

**Figure 2.2.**

***Reserve Component: Percentage Agreeing That Monthly Goals Were Achievable - Question 20a***



## Adequacy of Assigned Market Area

### Active Component

Over two-fifths (44.2%) of all active DoD recruiters agreed that their assigned market area was adequate to make goal (see Appendix D, Table D-3). Slightly less (35.6%) disagreed. As revealed in Figure 3.1, Army had the smallest proportion of recruiters agree that their assigned market area was adequate to make goal (31.9%) while Navy and Marine Corps recruiters had the largest proportion who agreed (56.8% and 55.5%, respectively).

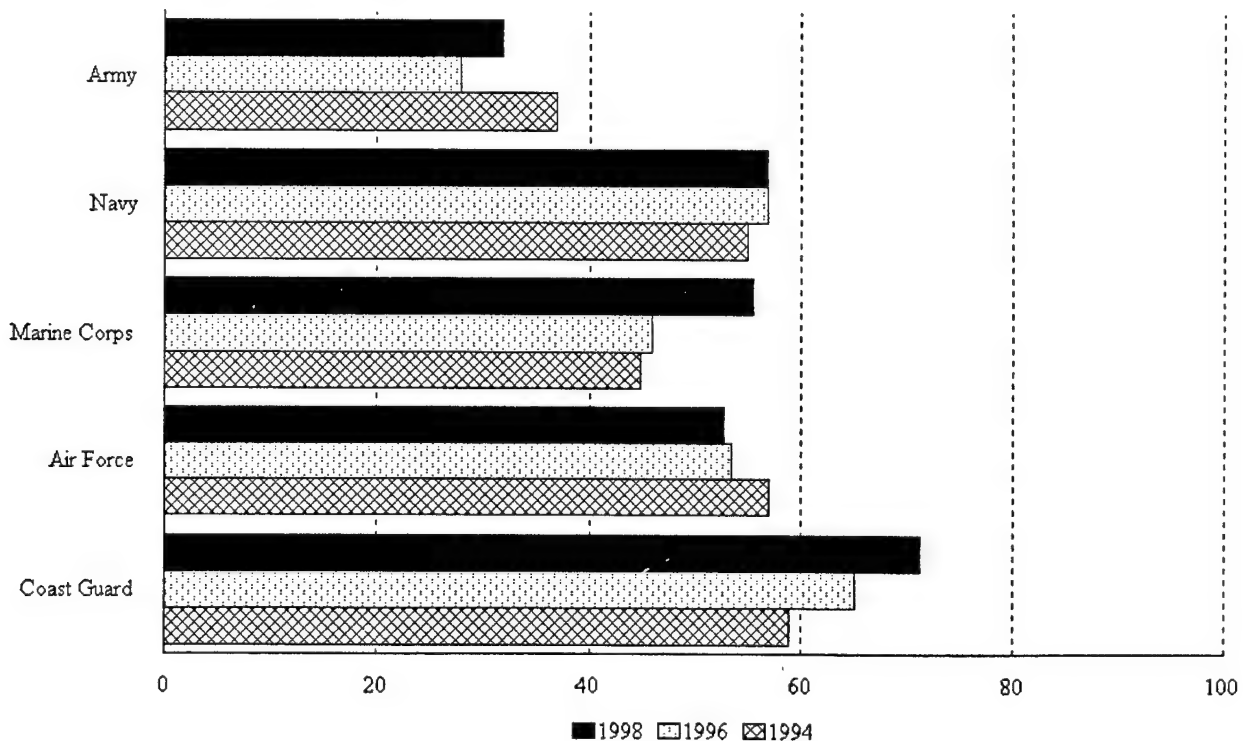
Coast Guard recruiters agreed by an even larger margin (71.2%) than active DoD recruiters that their assigned market area was adequate to make goal.

The percentage of active DoD recruiters who view their market area as adequate to achieve goals increased only slightly between 1996 and 1998 (41.0 and 44.2%, respectively). The increase was most dramatic within the Marine Corps. It rose from 45.9 percent in 1996 to 55.5 percent in 1998.

In comparison, the percentage of Coast Guard recruiters who perceived their market area as adequate also increased significantly, from 65.0 in 1996 to 71.2 in 1998.

**Figure 3.1.**

**Active Component: Percentage Agreeing That Assigned Market Area Was Adequate to Make Goal - Question 20b**





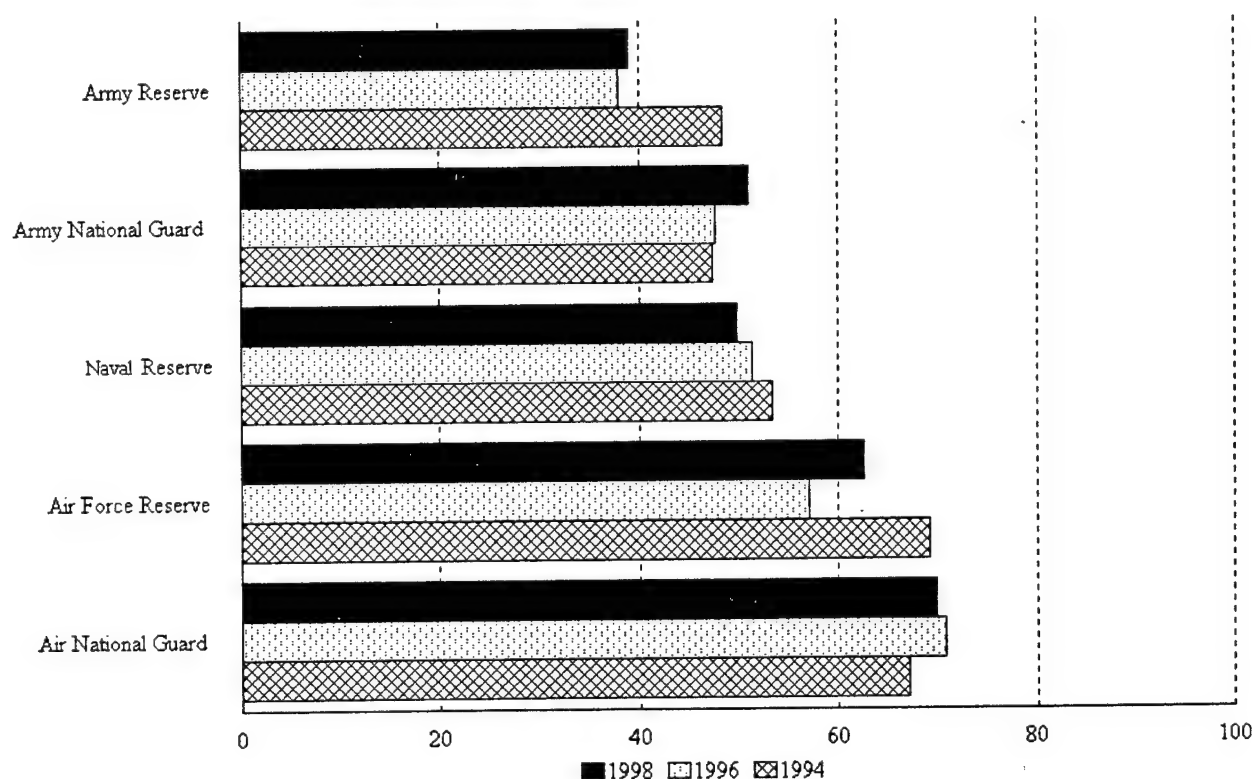
## Reserve Component

Close to one-half (49.5%) of all Reserve Component recruiters agreed that their market areas were adequate for meeting recruiting goals, while 29.9 percent disagreed with this statement. As Figure 3.2 displays, Air National Guard recruiters had the greatest percentage that viewed their market areas as adequate to meet recruiting goals (69.9% in agreement). Air Force Reserve recruiters came in second, at 62.6 percent, while Army Reserve had proportionally the fewest recruiters agree that their market areas were adequate (39.0%).

The percentage of Reserve and Guard recruiters who viewed their market area as adequate to meet goal did not significantly change from 1994 (50.3% in 1994, 47.5% in 1996 and 49.5 % in 1998). Since 1996, none of the individual Reserve Components showed significant change in their perception of the adequacy of their market area.

**Figure 3.2.**

***Reserve Component: Percentage Agreeing That Assigned Market Area Was Adequate to Make Goal - Question 20b***



## ***Chances of an Experienced Recruiter Making Goal in Zone/Area***

### ***Active Component***

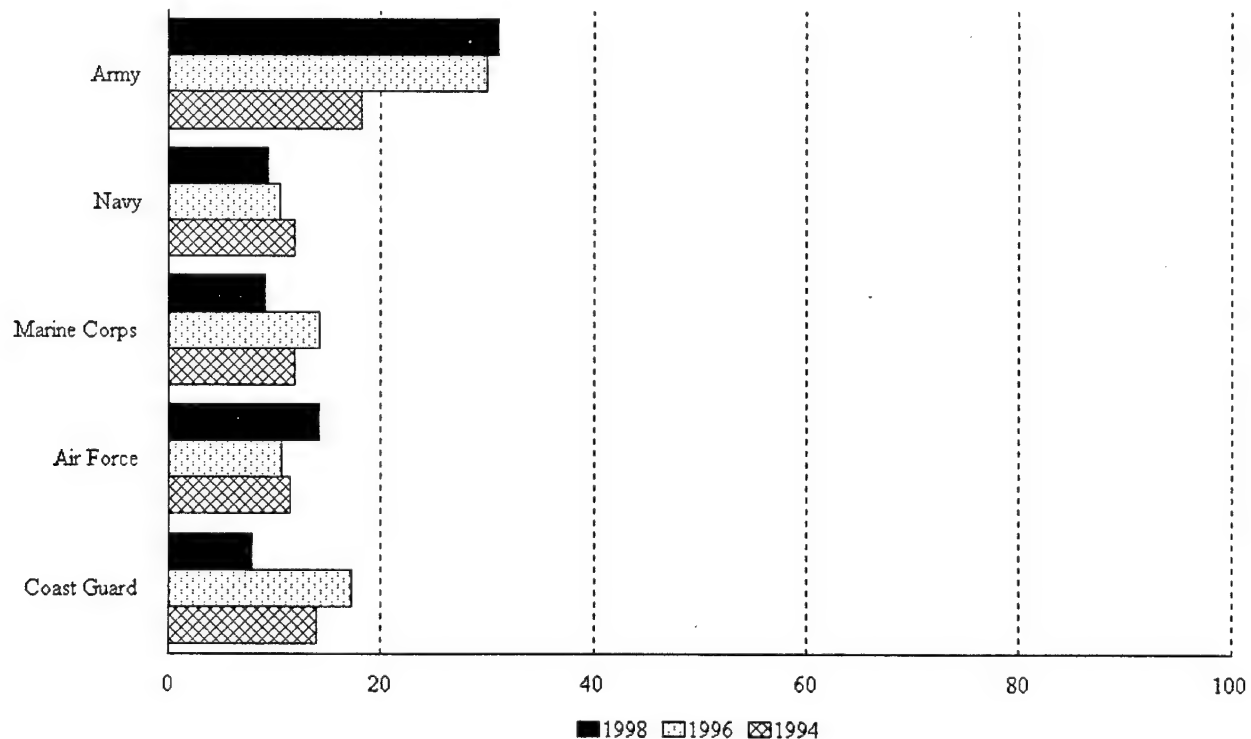
One-fifth (20.1%) of active DoD recruiters considered it extremely difficult for an experienced recruiter to make goal in their zone or area (see Appendix D, Table D-4). An additional one-third (35.6%) assessed the experienced recruiter's task as difficult. Only 3.6 percent considered the chances very excellent, and another 11.8 percent rated the chances as good. Figure 4.1 reveals that almost one-third (31.1%) of Army recruiters considered making goal in their area to be extremely difficult. Proportionately fewer Navy (9.4%), Marine Corps (9.2%), and Air Force (14.2%) recruiters held this view.

In comparison, 7.9 percent of Coast Guard recruiters assessed the experienced recruiter's chances as extremely difficult; and 10.2 percent viewed those chances as very excellent.

The percentage of active DoD recruiters who viewed the chances of making goal in their area as extremely difficult in 1998 appeared to be similar to that found in 1996. In 1996, the percentage was 20.2, whereas in 1998 it was 20.1. Slightly more recruiters stated that it was "difficult" for an experienced recruiter to make goal in the assigned area/zone in 1998 compared to 1996 (35.6% in 1998 and 33.8% in 1996). Further, fewer reported in 1998 that an experienced

**Figure 4.1.**

***Active Component: Percentage Believing That the Likelihood of Experienced Recruiters Making Goal in Zone/Area Was "Extremely Difficult" - Question 23***



recruiter was able to achieve goal with either a good chance or an excellent chance to exceed goal.

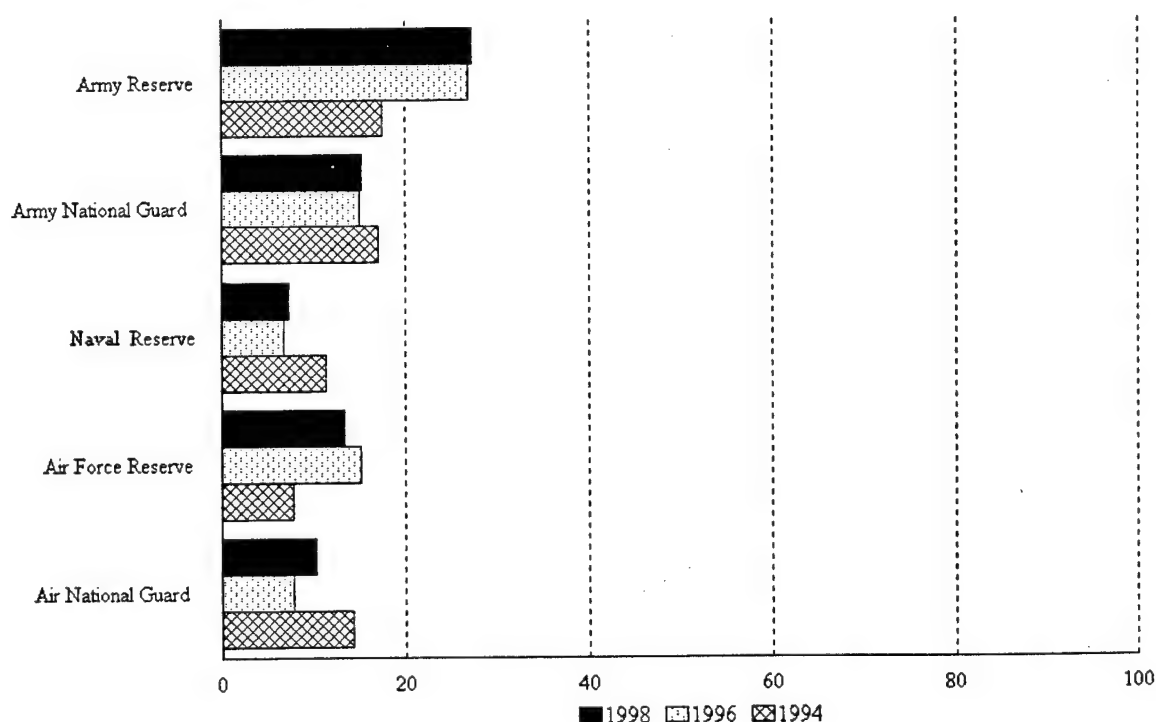
Coast Guard recruiters displayed a more extreme pattern of change since 1996. For example, the percentage of Coast Guard recruiters who reported that an experienced recruiter would find it "extremely difficult" to make goals in their zone/area dropped from 17.2 in 1996 to 7.9 in 1998. However, the percentage of Coast Guard recruiters who reported that an experienced recruiter would find it "difficult" to make goals increased from 19.2 in 1996 to 30.7 in 1998. On the achievable side, proportionately more Coast Guard recruiters reported in 1998 that goals were achievable and that there was a good chance of exceeding goal than did in 1996 (26.8% and 19.2%, respectively).

### **Reserve Component**

About 17.2 percent of recruiters representing the Reserve Component thought that an experienced recruiter could make goal in their zone/area with extreme difficulty, while 4.2 percent perceived that experienced recruiters' chances to exceed goal were "very excellent" (see Appendix D, Table D-4). In comparison with recruiters from other Reserve Components, proportionately more Air Force Reserve recruiters responded that experienced recruiters' chances to exceed goal were "very excellent" (11.2%). In contrast, Figure 4.2 shows that proportionately the most Army Reserve recruiters responded it would be "extremely difficult" for an experienced recruiter to make goal in their zone/area (27.3%).

**Figure 4.2.**

***Reserve Component: Percentage Believing That the Likelihood of Experienced Recruiters Making Goal in Zone/Area Was "Extremely Difficult" - Question 23***



In contrast to the pattern for active recruiters, the percentage of recruiters (17.2%) from the Reserve Component who believe an experienced recruiter would reach goal in their market area only with extreme difficulty remained virtually unchanged from 1996 (16.4%) and 1994 (16.0%).

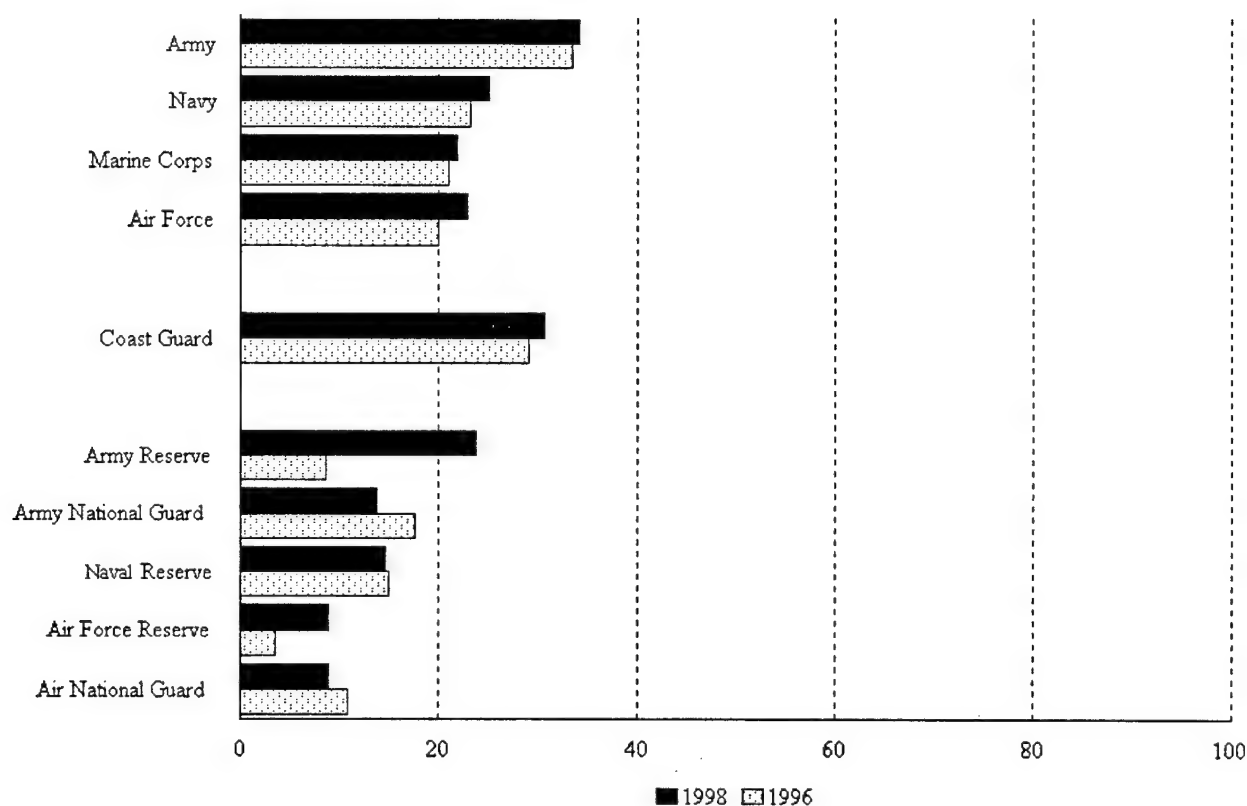
## Experience Level

### Active Component

Among all active DoD recruiters, 28.3 percent were assigned to recruiting 1-2 years, 29.8 percent were recruiting 2-3 years, 21.2 percent had 3-6 years experience, and 20.7 percent possessed 6 or more years of experience (see Appendix D, Table D-5). Army recruiters appeared to have the least experience; a little over one-third (34.1%) had been on the job 1-2 years (see Figure 5). One-fifth of Marine Corps and Air Force recruiters (21.9% and 22.8%, respectively) reported 1-2 years of experience. On the other hand, 23.2 percent of Army recruiters had at least 6 years experience. Only the Air Force had a greater percentage (30.9%) of recruiters with at least 6 years experience.

**Figure 5.**

*Percentage Assigned to Recruiting for 1 to Less Than 2 Years - Question 2*



Recruiters for the Coast Guard possessed about the same level of experience as active DoD recruiters. While 30.7 percent reported 1-2 years in assigned recruiting, 29.9 percent reported 3-6 years of experience and about one-fifth (17.3%) recorded 6 or more years.

Overall, the pattern of experience for active DoD recruiters was significantly different than that reported in the 1996 survey (20.7% in 1998 and 9.0% in 1996 had 6 or more years experience).

Recruiters from the Coast Guard in 1998 had less experience overall than their counterparts who responded to the 1996 survey. Compared to 24.0 percent who reported 6 or more years of experience in 1996, this percentage in 1998 dropped to 17.3. Moreover, 39.0 percent reported 3-6 years of experience in 1996 while only 29.9 percent claimed this level of experience in 1998.

### ***Reserve Component***

Recruiters from the Reserve Component were significantly more experienced than those from the Active Component. Nearly one-half (46.5%) had 6 or more years in recruiting and only 15.8 percent reported 1-2 years experience. Among the Reserve Component, slightly less than half (47.7%) of Army National Guard recruiters possessed 6 or more years of experience. Over half of Naval Reserve recruiters (53.5%), Air Force Reserve recruiters (59.3%), and Air National Guard recruiters (57.4%) had experience of 6 or more years. For these four Components, all had less than one-fifth of their recruiters with only 1 to 2 years of recruiting experience (Army National Guard, 13.7%; Naval Reserve, 14.6%; Air Force Reserve, 9.0%; and Air National Guard, 8.9%). Army Reserve recruiters were the least experienced of Reserve Component recruiters with slightly more than one-third (36.5%) reporting 6 or more years of experience and slightly less than one-quarter (23.7%) possessing 1-2 years of recruiting experience.

Overall, Reserve and Guard recruiters were somewhat less experienced in 1998 than were those who responded to the 1996 survey. Then, only 14.2 percent reported an experience level of 1-2 years (compared to 15.8% in 1998). The percentage with 6 or more years experience dropped from 50.5 in 1996 to 46.5 in 1998.

## Job Satisfaction

### Satisfaction With Recruiting

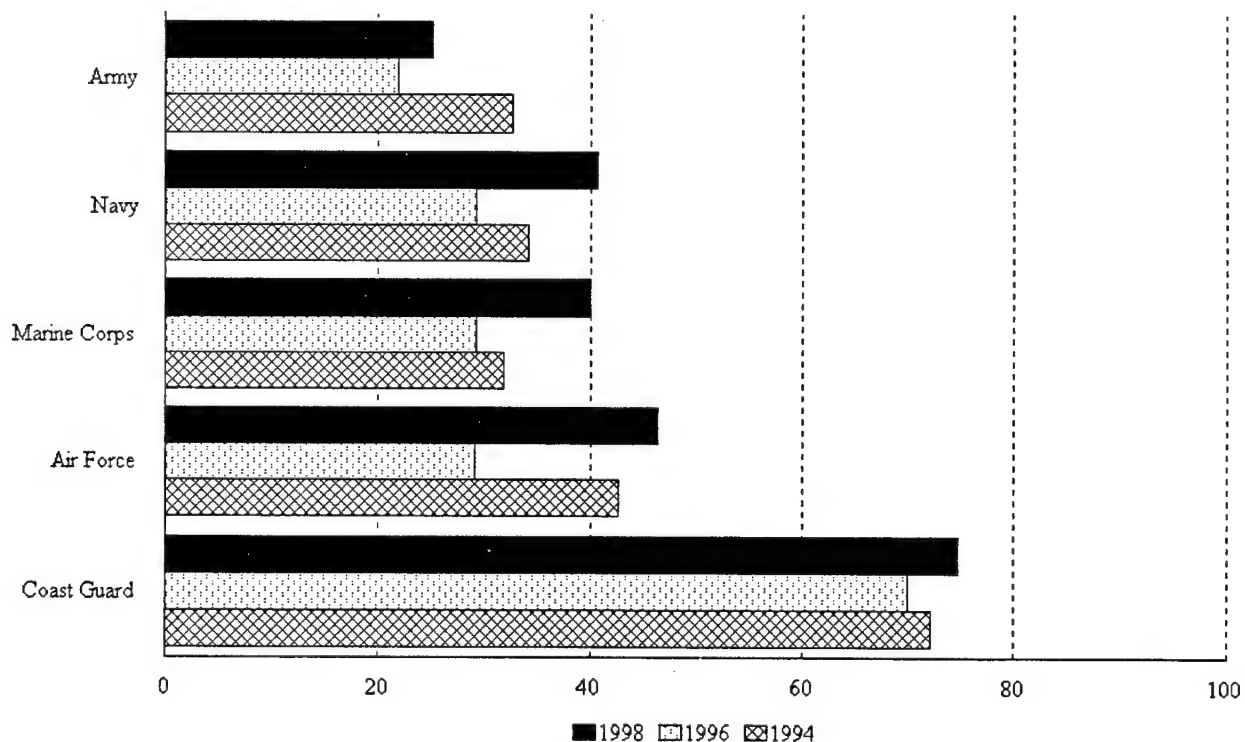
#### Active Duty

Also of importance was recruiter job satisfaction. One-third (33.8%) of all active DoD recruiters considered themselves satisfied with recruiting, while 45.4 percent reported that they were dissatisfied (see Appendix D, Table D-6). As shown in Figure 6.1, Army recruiters clearly were the least satisfied; 52.2 percent were dissatisfied, while only 25.1 percent reported being satisfied. Air Force recruiters were the most satisfied; 46.3 percent were satisfied, while only 36.7 percent were dissatisfied. The Coast Guard had a high percentage of recruiters expressing satisfaction with recruiting (74.8%) while 15.0 percent said they were dissatisfied.

The percentage of active DoD recruiters who reported being satisfied or very satisfied with recruiting duty increased significantly since the 1996 survey. In 1996, the percentage who reported being satisfied or very satisfied was only 25.9 (versus 33.8% in 1998). All active DoD Services showed significant increases in satisfaction. The increase was sharpest among Air Force recruiters (from 29.1% in 1996 to 46.3% in 1998). Among recruiters representing the Coast Guard, satisfaction increased slightly since 1996 (74.8% in 1998 versus 70.0% in 1996).

**Figure 6.1.**

*Active Component: Percentage Satisfied With Recruiting - Question 43a*



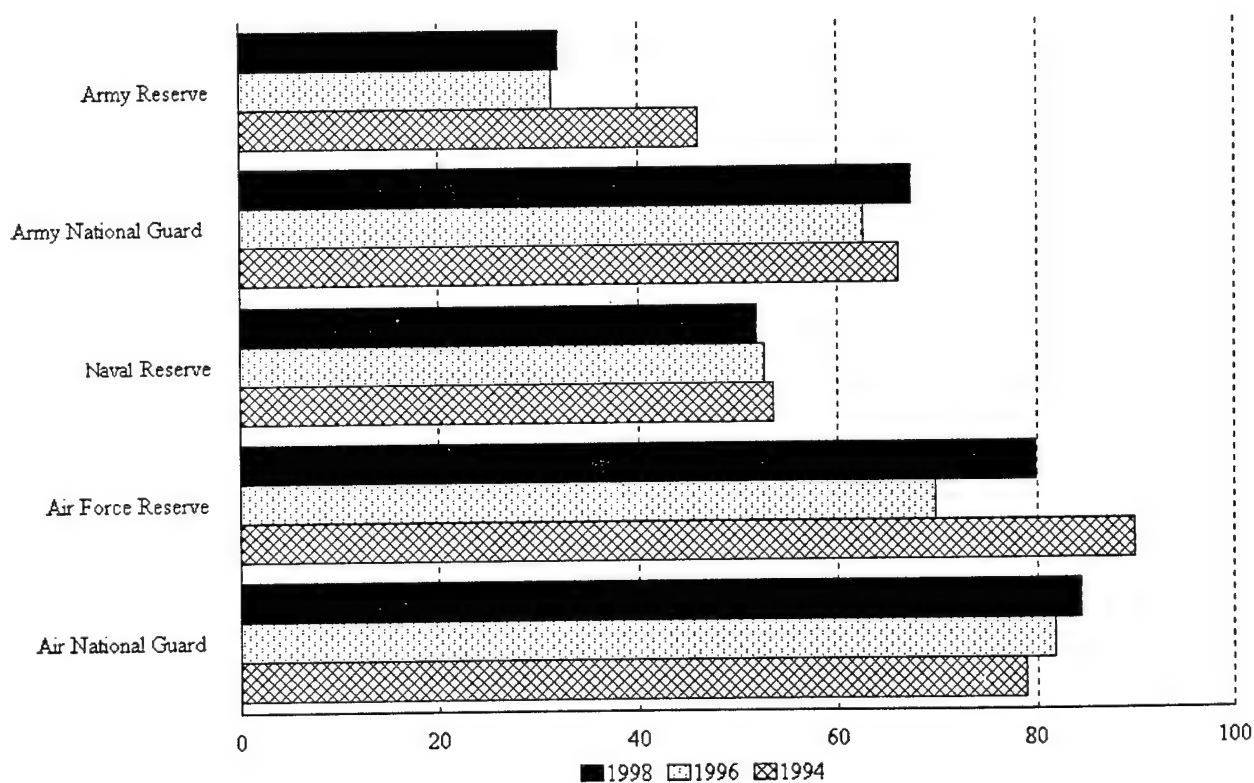
## Reserve Component

The percentage of Reserve and Guard recruiters who reported satisfaction with recruiting was much larger than active DoD recruiters (58.6% compared to 33.8%). Conversely, the percentage that said they were dissatisfied (24.2%) was considerably lower than that of active DoD recruiters (45.4%). As with active DoD recruiters, differences across the Reserve Component were marked. Among Air National Guard recruiters, a full 84.5 percent reported being satisfied (indicated in Figure 6.2) and only 6.9 percent reported any level of dissatisfaction. Within the ranks of Army Reserve recruiters, on the other hand, only 32.1 percent said they were satisfied with recruiting duty; and 45.8 percent indicated dissatisfaction with their work role.

Overall, dissatisfaction did not change significantly among Reserve and Guard recruiters since 1996 (25.5% in 1996 and 24.2% in 1998). The only Reserve Component that showed a significant increase in satisfaction was Air Force Reserve (from 69.8% satisfied in 1996 to 79.9% satisfied in 1998). Further, the percentage of Air Force Reserve recruiters who reported being dissatisfied dropped by almost half since 1996 (16.3% in 1996 to 9.0% in 1998).

**Figure 6.2.**

***Reserve Component: Percentage Satisfied With Recruiting - Question 43a***





## Selection of Assignment

Another indicator of job satisfaction was level of interest in remaining in the same assignment. As in the past, the 1998 DoD Recruiter Survey asked recruiters what job assignment they would choose next month if given freedom to do so. Figures 7.1 and 7.2 show the results of those who would choose to remain in recruiting.

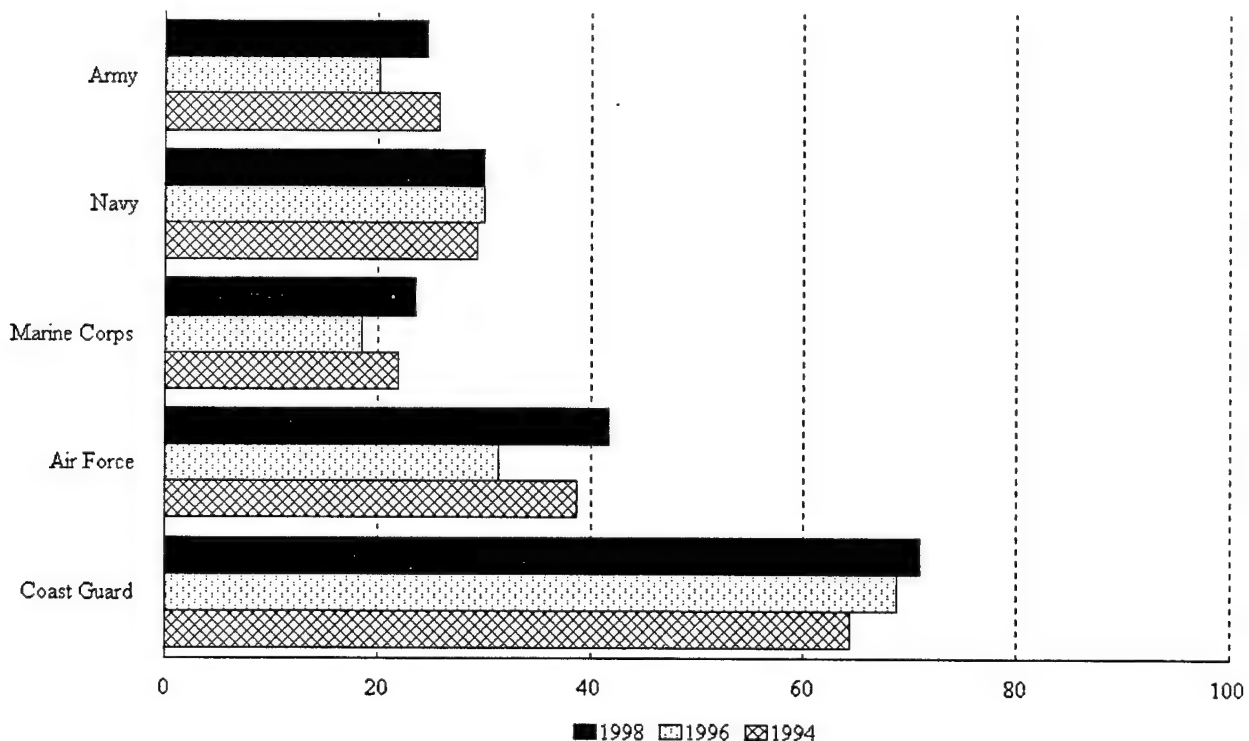
### Active Component

More than one-fourth (27.2%) of active DoD recruiters, as a whole, said that they would remain in recruiting (see Appendix D, Table D-7). About half (45.6%) said they would return to their former assignment, 18.0 percent would select a new specialty, and 9.3 percent indicated they would leave the military service. Figure 7.1 shows that proportionately, the greatest interest in remaining in recruiting was from the Air Force and Navy (41.7% and 30.0%, respectively) while Marine Corps and Army recruiters registered proportionately the least interest in remaining recruiters (23.5% and 24.6%, respectively). In sharp contrast, over two-thirds (70.9%) of Coast Guard recruiters indicated they would remain in recruiting if given the chance.

The percentage of active DoD recruiters who said they would remain in recruiting if given a choice of assignments next month (27.2%) increased from 1996, when it was 23.2 percent. The steepest increase occurred among Air Force recruiters, from 31.3 percent in

**Figure 7.1.**

**Active Component: Percentage That Would Select to "Remain in Recruiting" - Question 29**



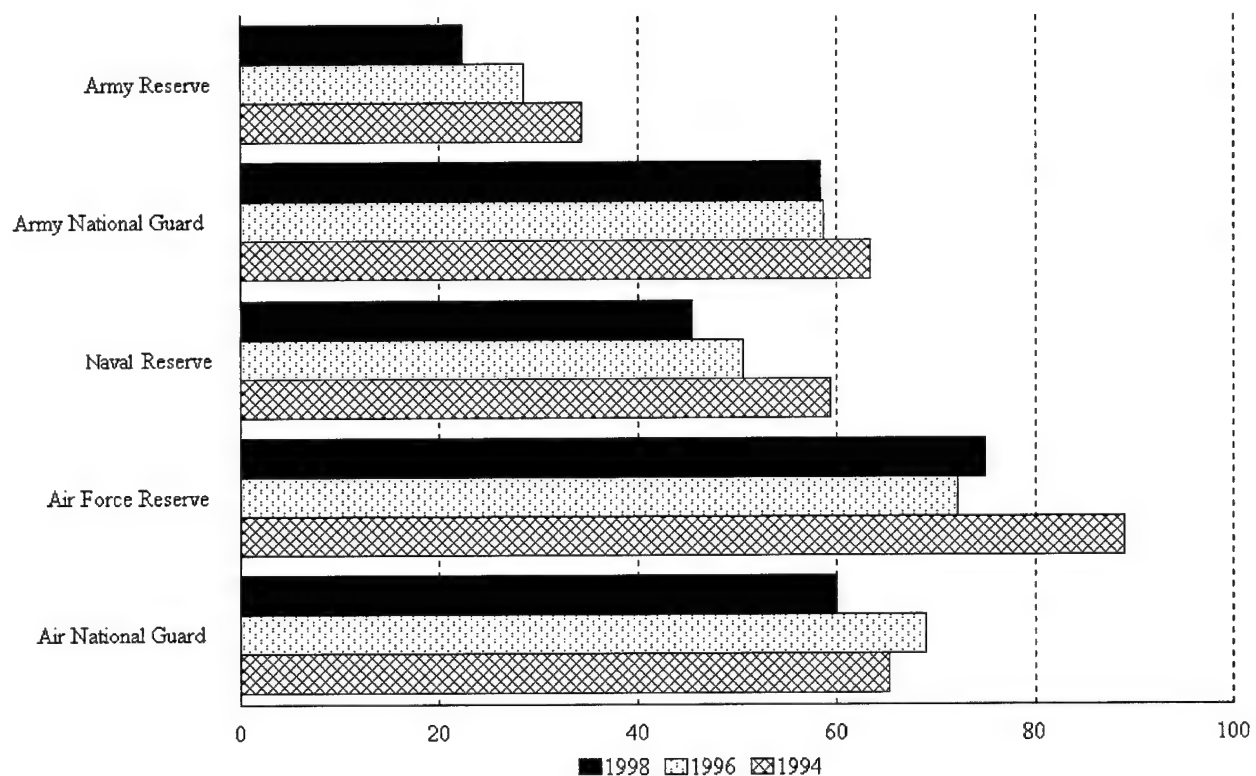
1996 to 41.7 percent in 1998. However, the overall increase appears be more in line with 1994 responses, at which point 27.5 percent of all active DoD recruiters said they would remain in recruiting. Among Coast Guard recruiters, the percentage that indicated they would remain in recruiting increased from 68.7 in 1996 to 70.9 in 1998.

### **Reserve Component**

Reserve and Guard recruiters, overall, expressed a much greater interest in remaining in recruiting than did active DoD recruiters. Just under half (48.8%), indicated a strong inclination to remain as recruiters if given the choice. Variation across Components was dramatic. As can be seen in Figure 7.2, the percentage of recruiters saying they would remain was highest in the Air Force Reserve (75.0%) and lowest in the Army Reserve (22.3%). However, this percentage did not change significantly for Reserve and Guard recruiters since 1996, except for Air National Guard recruiters (68.9% in 1996 to 60.0% in 1998) and Army Reserve (28.5% in 1996 to 22.3% in 1998).

**Figure 7.2.**

***Reserve Component: Percentage That Would Select to "Remain in Recruiting" - Question 29***



## Satisfaction With Military Life

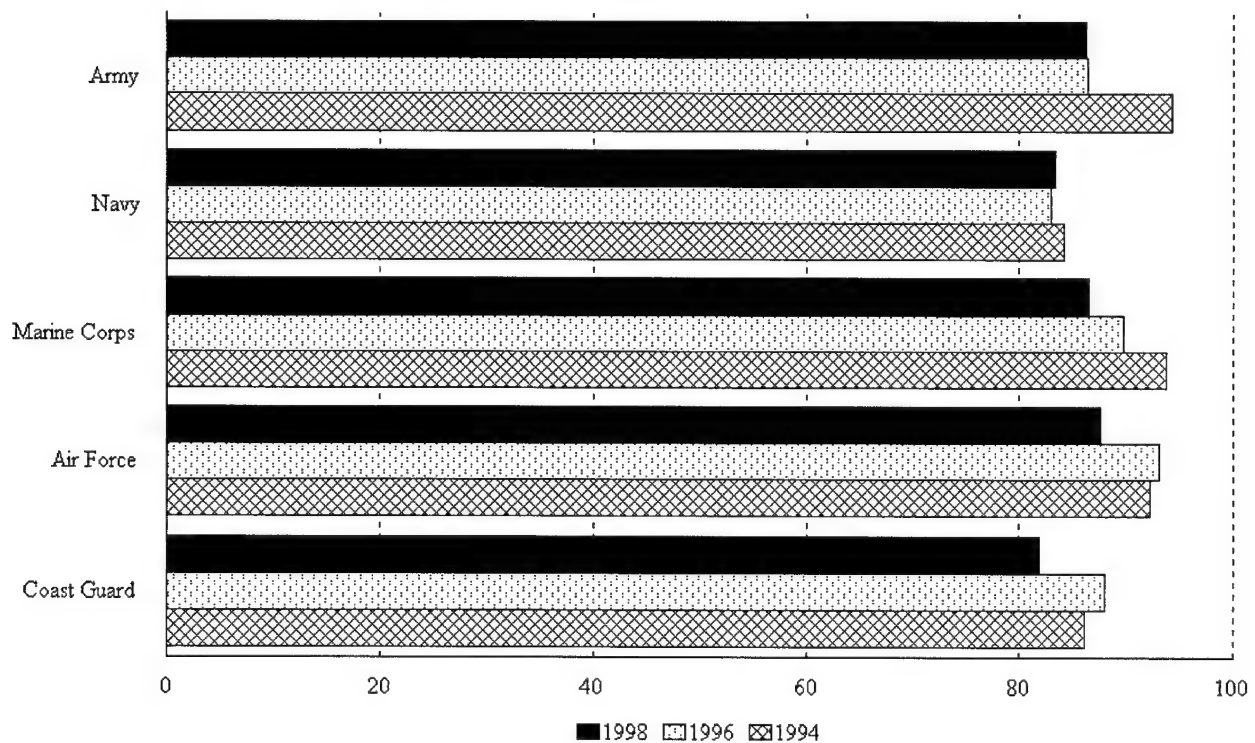
### Active Component

In stark contrast to their level of satisfaction with recruiting, satisfaction with military life was very high among active DoD recruiters. While 86.0 percent were satisfied with military life, a mere 6.0 percent reported any level of dissatisfaction (see Appendix D, Table D-8). The lowest degree of satisfaction was expressed by Navy recruiters, among whom 83.4 percent said they were satisfied with military life, which can be seen in Figure 8.1. Satisfaction was highest among Air Force recruiters, with 87.6 percent indicating they were content with military life. Most (81.9%) of Coast Guard recruiters reported being satisfied with their life in the Coast Guard.

Levels of satisfaction with military life among active DoD recruiters dropped modestly, but steadily, from 1994 levels. In that year, the percentage who said they were satisfied was 91.0. In 1996, the percentage was 86.8 and in 1998, 86.0. The largest decrease since 1996, approximately 6-percentage points, occurred among Air Force recruiters (93.1% in 1996 to 87.6% in 1998). Interestingly, the percentage of Coast Guard recruiters who reported satisfaction with military life declined since 1996 (88.0% to 81.9%).

**Figure 8.1.**

**Active Component: Percentage Satisfied With Military Life - Question 43b**



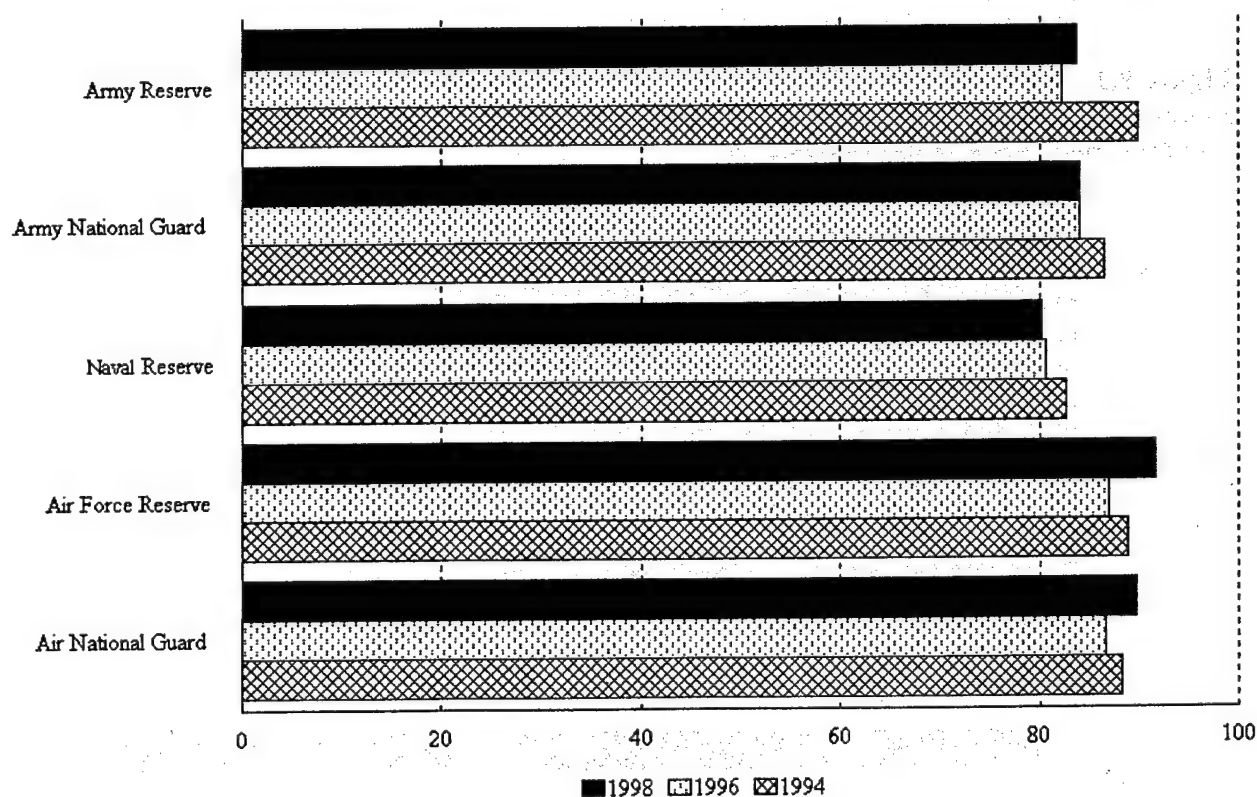
## Reserve Component

Reserve Component recruiters, overall, reported only slightly less satisfaction with military life than did active recruiters (84.3% versus 86.0%). Figure 8.2 displays satisfaction levels ranging moderately across the individual Reserve Components, from a low of 80.2 percent among Naval Reserve recruiters to a high of 91.7 percent among Air Force Reserve recruiters and 89.7 percent among Air National Guard recruiters.

The percentage of all Reserve Component recruiters who claimed they were satisfied with military life did not significantly change since the 1996 survey. It was 83.4 percent then, compared to 84.3 percent in the 1998 survey. Only Naval Reserve recruiters showed a significant change in the distribution of satisfaction with military life. While the percentage of Naval Reserve recruiters satisfied with military life remained the same, the percentage of recruiters who expressed dissatisfaction toward military life increased from 6.0 in 1996 to 9.7 in 1998.

**Figure 8.2.**

***Reserve Component: Percentage Satisfied With Military Life - Question 43b***



## Autonomy

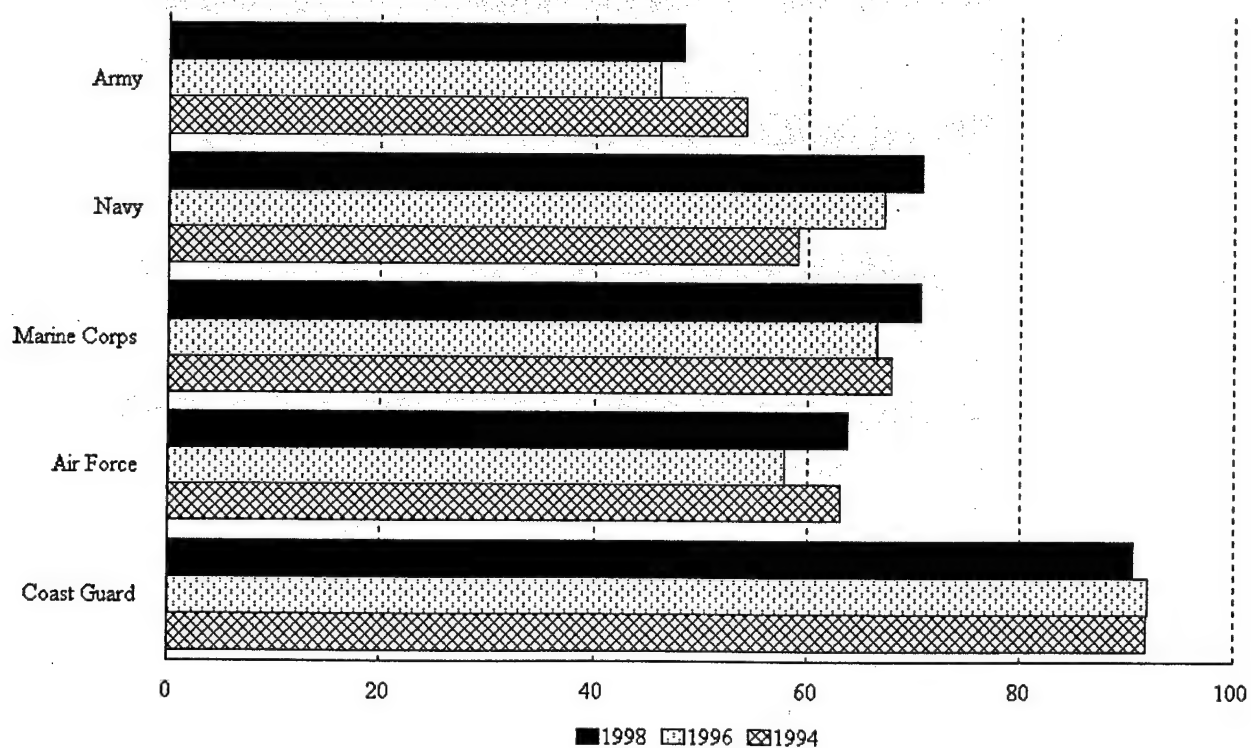
The multivariate analysis of the 1996 and 1994 survey data revealed that personal freedom to plan one's own work and use one's own judgment as to how best to carry out recruiting in an assigned area was an important variable in determining job satisfaction. It was also indirectly linked to meeting recruitment goals, a measure of job performance. Responses of those agreeing with this item are displayed in Figures 9.1 and 9.2.

### Active Component

Overall, 59.2 percent of active DoD recruiters agreed in 1998 that they had freedom to personally plan their own work and use their own judgment as to the best method for recruiting in their assigned area (see Appendix D, Table D-9). A little more than one-quarter (27.9%) disagreed with this statement. There was significant variation across the Services, however. As displayed in Figure 9.1, agreement was lowest among Army recruiters, at 48.3 percent, while it was highest among Navy and Marine Corps recruiters (70.7% and 70.5%, respectively). Coast Guard recruiters overwhelmingly (90.6%) registered agreement with the statement that they had freedom to plan their own work and use their own judgement as to the best method for recruiting in their assigned area.

**Figure 9.1.**

**Active Component: Percentage Agreeing That They Had Freedom to Personally Plan Work and Use Judgement - Question 25b**



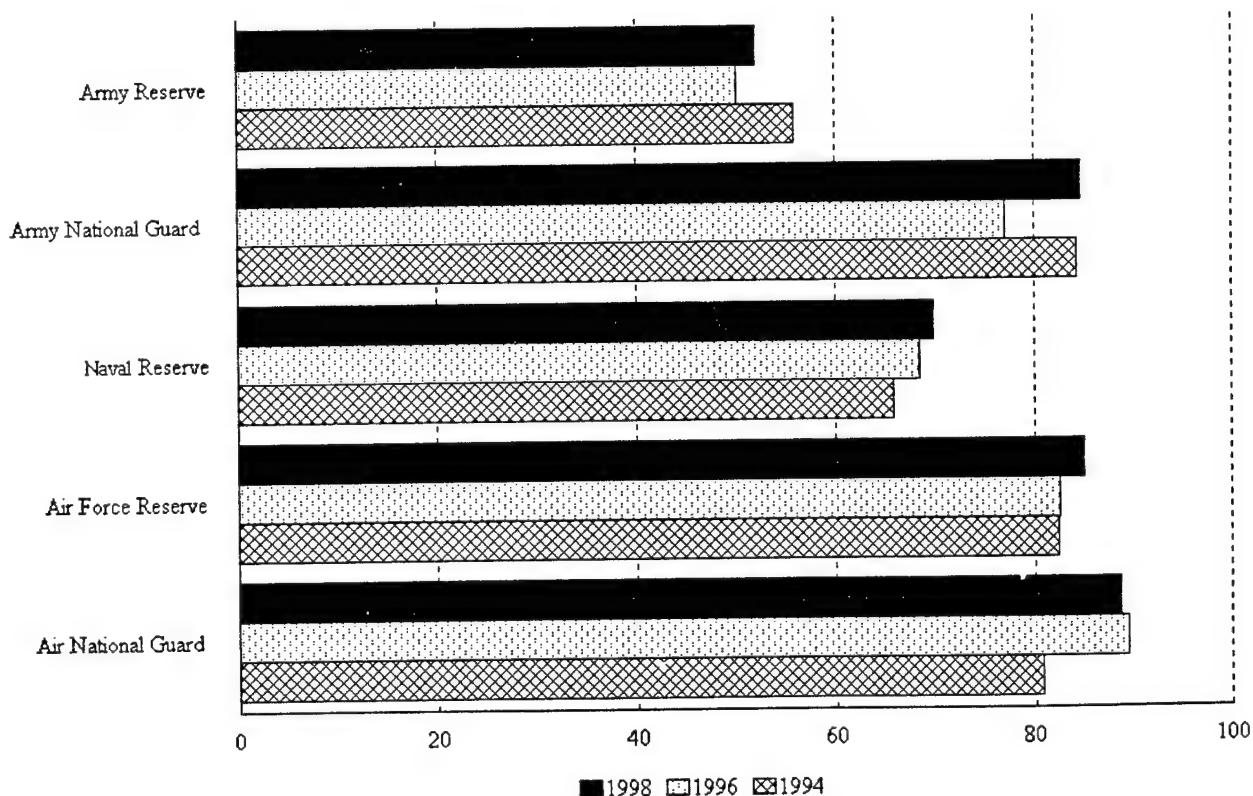
Overall, the distribution of responses by active DoD recruiters was significantly different in 1998 than in 1996 and 1994. The percentage of active DoD recruiters who agreed that they were free to personally plan their own work was slightly higher in 1998 than previously (59.2% in 1998; 56.6% in 1996 and 58.7% in 1994). With respect to individual Services, Army and Air Force recruiters reported statistically significant differences in response distributions from 1996 (48.3% of Army recruiters agreed in 1998 and 46.1% agreed in 1996, while 63.7% of Air Force recruiters agreed in 1998 and 57.8% agreed in 1996). The percentage of Coast Guard recruiters agreeing with the statement regarding personal freedom to plan their own day did not change significantly since 1994, when 91.8 percent voiced agreement.

### **Reserve Component**

In the aggregate, three-quarters (75.1%) of Reserve Component recruiters indicated agreement with the statement that they were free to personally plan their own work and use their own judgment as to the best method for recruiting in their assigned area. Variation in agreement across the Components was large. Only 52.0 percent of Army Reserve recruiters agreed that they had freedom to plan their own work (shown in Figure 9.2). Over a third (35.0%) of Army Reserve recruiters disagreed that they had this freedom. In sharp contrast, 88.7 percent of Air National Guard recruiters agreed that they had personal freedom to plan their own work, and only 6.5 percent disagreed.

**Figure 9.2.**

***Reserve Component: Percentage Agreeing That They Had Freedom to Personally Plan Work and Use Judgement - Question 25b***



The percentage of Reserve and Guard recruiters who agreed that they had freedom to plan their own work increased significantly since 1996; however it was approximately the same as in 1994 (75.1% in 1998, 70.4% in 1996 and 74.6% in 1994). This significant change in the distribution of responses to the statement of personal freedom to plan one's own work was driven largely by changes within the ranks of Army National Guard recruiters. For Army National Guard recruiters, there was an increase from 77.2 percent in 1996 to 84.7 percent in 1998.

## **Job Demands**

Several items in the *1996 DoD Recruiter Survey* that were designed to measure job demands associated with recruiting were asked again in the *1998 DoD Recruiter Survey*. These items included: hours worked per week on duty-related tasks; total hours spent performing non-recruiting duties; amount of time available for personal duties; whether leave was voluntarily not taken; or whether requested leave was denied. Several new related items, as well, were added to the *1998 DoD Recruiter Survey*. These new items were: amount of annual leave not taken, leave days lost due to recruiting, and number of leave days in which the recruiter worked at least part of the day on recruiting duties.

### ***Duty-Related Hours Per Week***

#### ***Active Component***

Among all active DoD recruiters, nearly two-thirds (65.6%) reported that they devoted more than 60 hours per week to recruiting duties (see Appendix D, Table D-10). Figure 10.1 indicates that Marine Corps recruiters put in the longest hours, with 79.7 percent claiming that their duties consumed more than 60 hours per week. A little more than two-thirds (67.6%) of Army recruiters reported working this many hours. In contrast, only two-fifths (42.1%) of Air Force recruiters reported working more than 60 hours per week.

Coast Guard recruiter responses to this question were different from those of active DoD recruiters. Only 5.5 percent reported working more than a 60-hour week, on average.

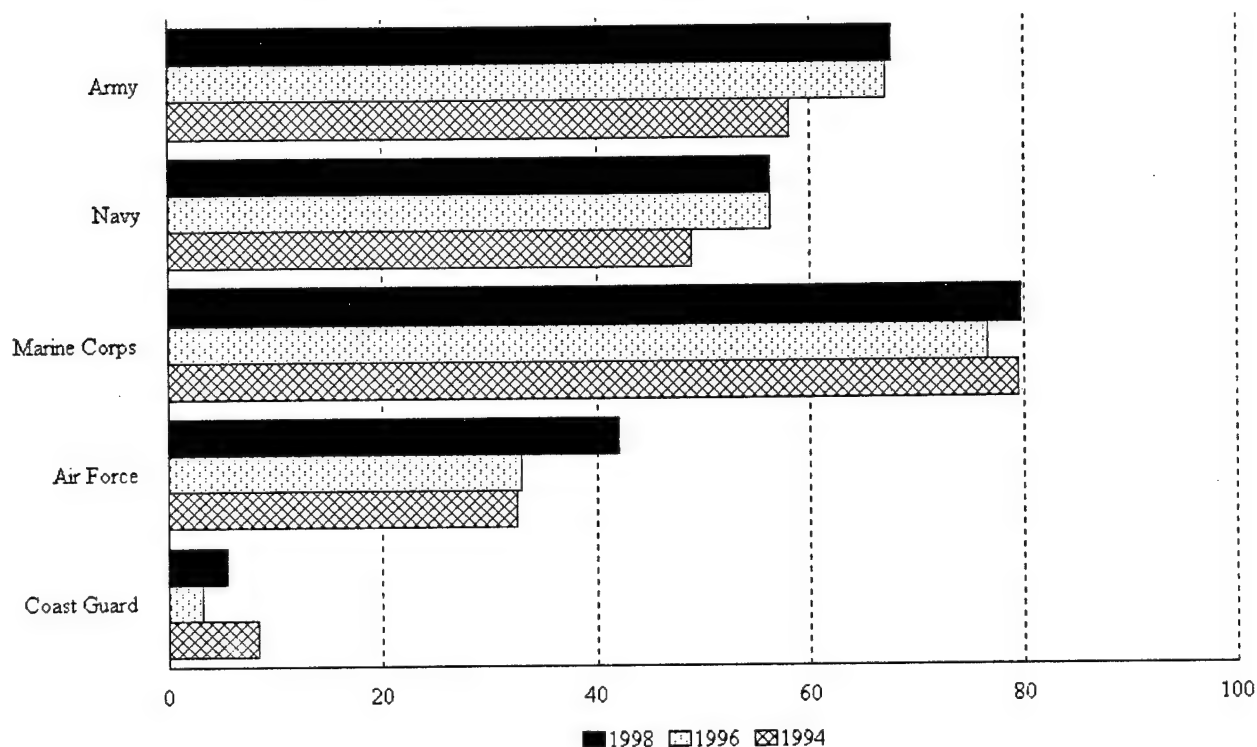
Active DoD recruiters, overall, reported somewhat longer hours in 1998 than in 1996. Compared to the 65.6 percent who reported putting in more than 60 hours per week on duty-related tasks in the 1998 survey, in 1996 that statistic was 63.5 percent. (In 1994, it was 56.0 percent). However, this aggregate pattern masks a significant variation among Services. Significantly more Air Force recruiters reported working longer hours in 1998 than in earlier surveys, (42.1% in 1998 and 33.0% in 1996). In comparison, recruiters from the Marine Corps and Navy in 1998 reported no significant change from 1996. Among Navy recruiters, the same percentage (56.3%) reported working over 60 hours per week in both the 1998 and the 1996 surveys. The percentage among Marine Corps recruiters remained essentially the same as well (79.7% in 1998 and 76.5% in 1996).

Among Coast Guard recruiters, the percentage working more than 60 hours per week increased slightly, from 3.1 percent in 1996 to 5.5 percent in 1998; but it still was below the level reported in 1994 (8.3%).



**Figure 10.1.**

**Active Component: Percentage Spending More Than 60 Hours Per Week Performing Recruiting Related Duties - Question 9**



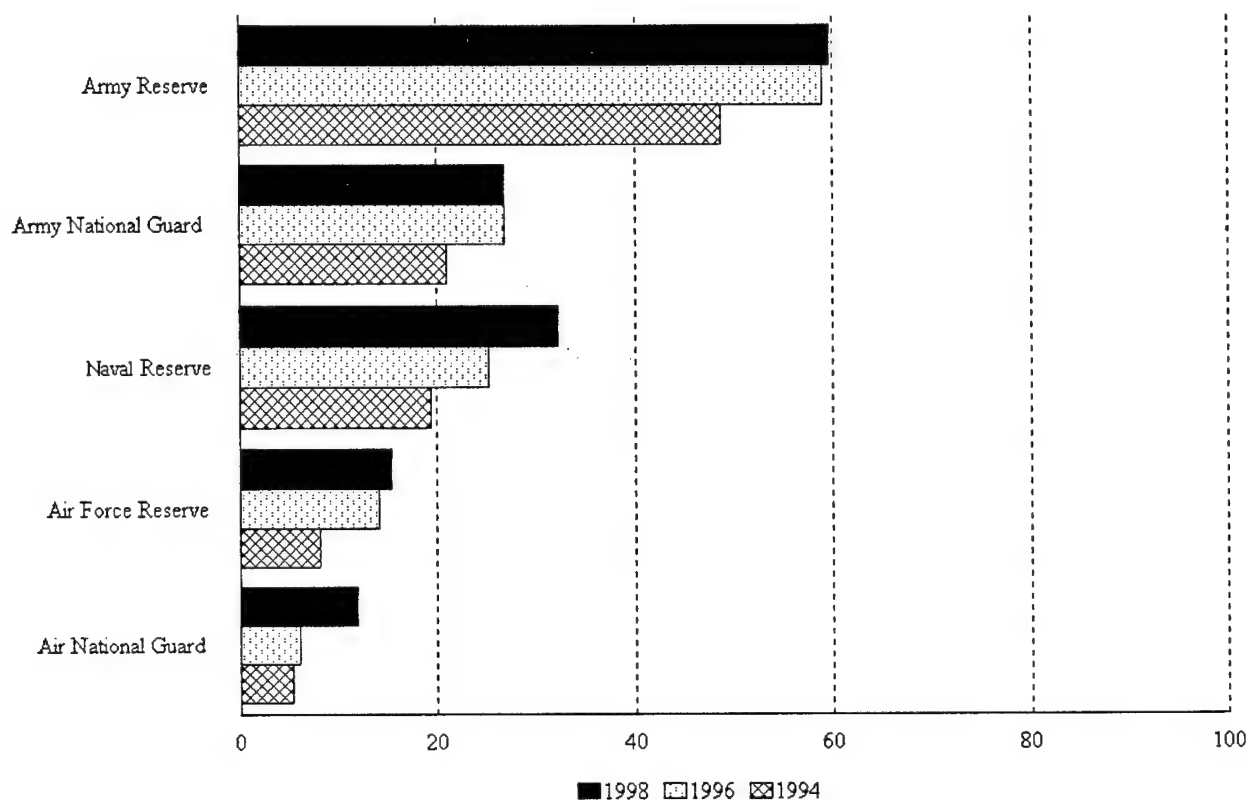
### **Reserve Component**

Reserve Component recruiters reported dramatically shorter workweeks, on average, than was the case for active DoD recruiters. Overall, about one-third (34.3%) reported working more than 60 hours per week. The differences across the Components were very large. Figure 10.2 shows that while 59.7 percent of recruiters from the Army Reserve said they worked more than 60 hours per week, only 11.9 percent of Air National Guard recruiters and only 15.4 percent of Air Force Reserve recruiters reported such lengthy workweeks.

Reserve Component recruiters reported little change from the 1996 survey in the length of their duty workweeks. In 1996, the percentage that reported working more than 60 hours was 32.9, compared to 34.3 in 1998. All Components reported statistically significant changes between 1996 and 1998 in the distribution of number of hours per week spent on performing duty-related tasks. Among recruiters in the Army Reserve, Naval Reserve, Air Force Reserve and Air National Guard, the percentage reporting working less than 41 hours per week and the percentage reporting working more than 60 hours per week increased over those reported in 1996.

**Figure 10.2.**

***Reserve Component: Percentage Spending More Than 60 Hours Per Week Performing Recruiting Related Duties - Question 9***



### ***Change in Duty-Related Hours Per Week***

The 1998 DoD Recruiter Survey asked recruiters the degree to which hours worked per week on duty-related tasks changed since 1996 (or since they began recruiting duty, if after 1996). Responses of recruiters reporting greater work hours are contained in Figure 11.

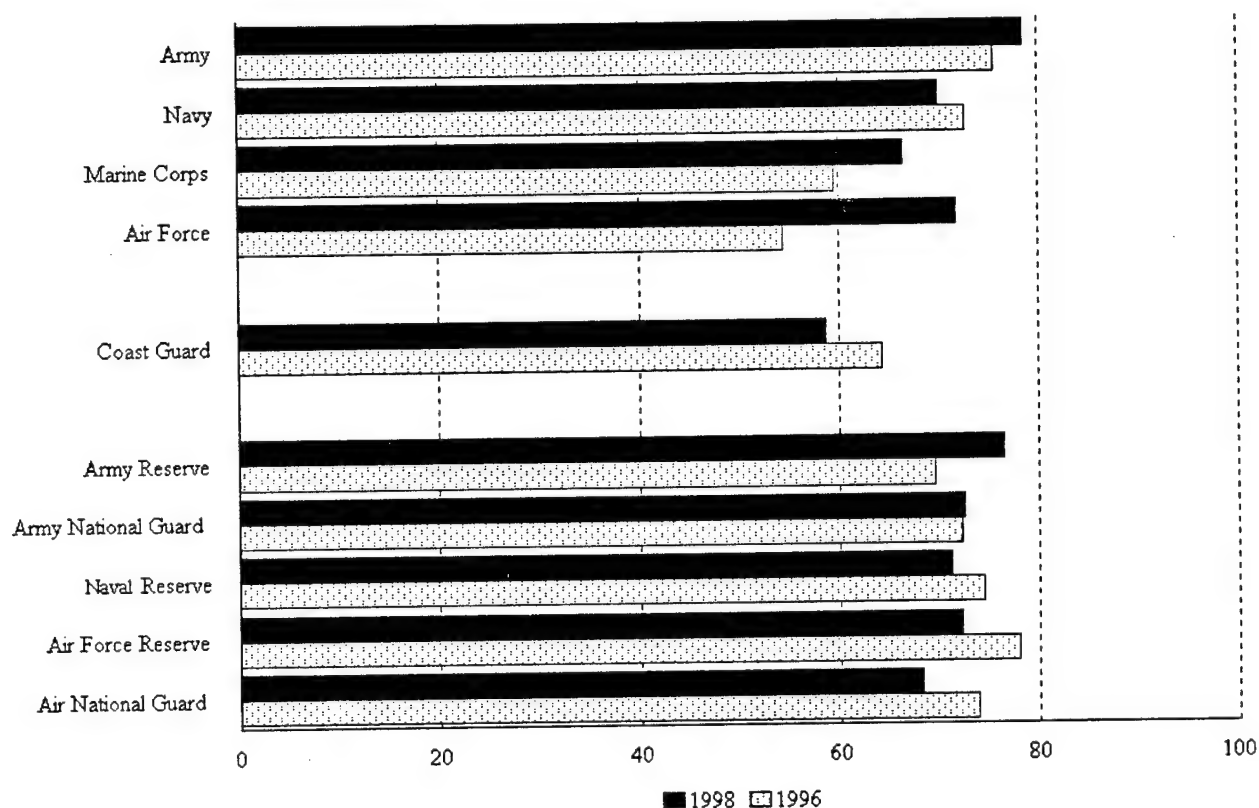
### ***Active Component***

Almost three-quarters (73.3%) of active DoD recruiters reported working a greater number of hours on recruiting tasks than was the case in the past (see Appendix D, Table D-11). Only 4.0 percent reported spending less time than in the past. As can be seen in Figure 11, the percentage reporting more work hours was, proportionally, highest among Army recruiters (78.5%), and lowest among Marine Corps recruiters (66.4%). Air Force recruiters were second highest in this regard (71.7%) and also highest in the percentage who reported spending less time on duty-related tasks than in the past (7.0%). More than one-half (58.7%) of Coast Guard recruiters reported having increased their work time compared to the past.

An increase in duty-related hours appears to be a continuing trend for recruiters overall since 1994. In the 1996 survey, a little over two-thirds of active DoD recruiters (69.8%)

compared to 73.3% in the 1998 survey) reported working a greater number of hours on recruiting tasks than in the past. The only individual active DoD Service in which recruiters did not register significant change from the 1996 survey was the Navy.

**Figure 11.**  
*Percentage Spending a Greater Number of Hours Per Week Performing Duty-Related Tasks*  
*- Question 61f*



### **Reserve Component**

Approximately the same percentage of Reserve and Guard recruiters as active DoD recruiters reported having increased their working hours since 1996. As a whole, 73.1 percent reported spending a greater number of hours recruiting in 1998 than was the case 2 years before or at the point they began recruiting. This percentage was lowest among Naval Reserve and Air National Guard recruiters (71.1% and 68.2%, respectively) and the highest among recruiters in the Army Reserve (76.4%).

Overall, for Reserve and Guard recruiters, the percentage reporting an increase or decrease in work hours compared to 2 years before did not change significantly from that recorded in the 1996 survey. However, recruiters in the Army Reserve did register a significant increase over the 1996 survey in the percentage reporting that their work hours had grown (69.6% in 1996 and 76.4% in 1998). Proportionately fewer Naval Reserve and Air National Guard recruiters reported longer workweeks in the 1998 survey than in the 1996 survey (74.4% in 1996 and 71.1% in 1998 for the Naval Reserve, and 73.8% in 1996 and 68.2% in 1998 for the Air National Guard).

## ***Change in Number of Work Hours Required to Meet Goal***

### ***Active Component***

The 1998 survey also asked recruiters whether there had been a change in the number of work hours per week required to meet goal since 1996 (or since they began recruiting if more recent than 1996). Figure 12 reflects the responses of those who reported that the number of hours required to meet goal was greater than in 1996.

Among all active DoD recruiters, a little more than three-fourths (76.8%) indicated that a greater number of hours was required to meet goal than used to be the case (see Appendix D, Table D-12). Only 3.4 percent said less time was required. As shown in Figure 12, Army recruiters had proportionally the greatest number report that more hours were required to meet goal (84.1%) while Marine Corps recruiters had proportionally the fewest number report that an increase in hours was required (66.3%).

Coast Guard recruiters were significantly different from active DoD recruiters in that proportionately more reported that the amount of time required to carry out their duties stayed the same (39.7%). Nevertheless, more than half (58.7%) said that the required hours increased.

Although a similar distribution in responses for recruiters overall emerged in the 1996 survey, the proportion reporting that the required hours increased since 1994 was less than three-fourths (71.9%). The rise in the number of recruiters who reported increases in time required for recruiting duty since 1996 reflects primarily a sharp increase among Air Force recruiters (from 55.3% to 76.2%) and to a lesser extent among Marine Corps recruiters (from 58.3% to 66.3%).

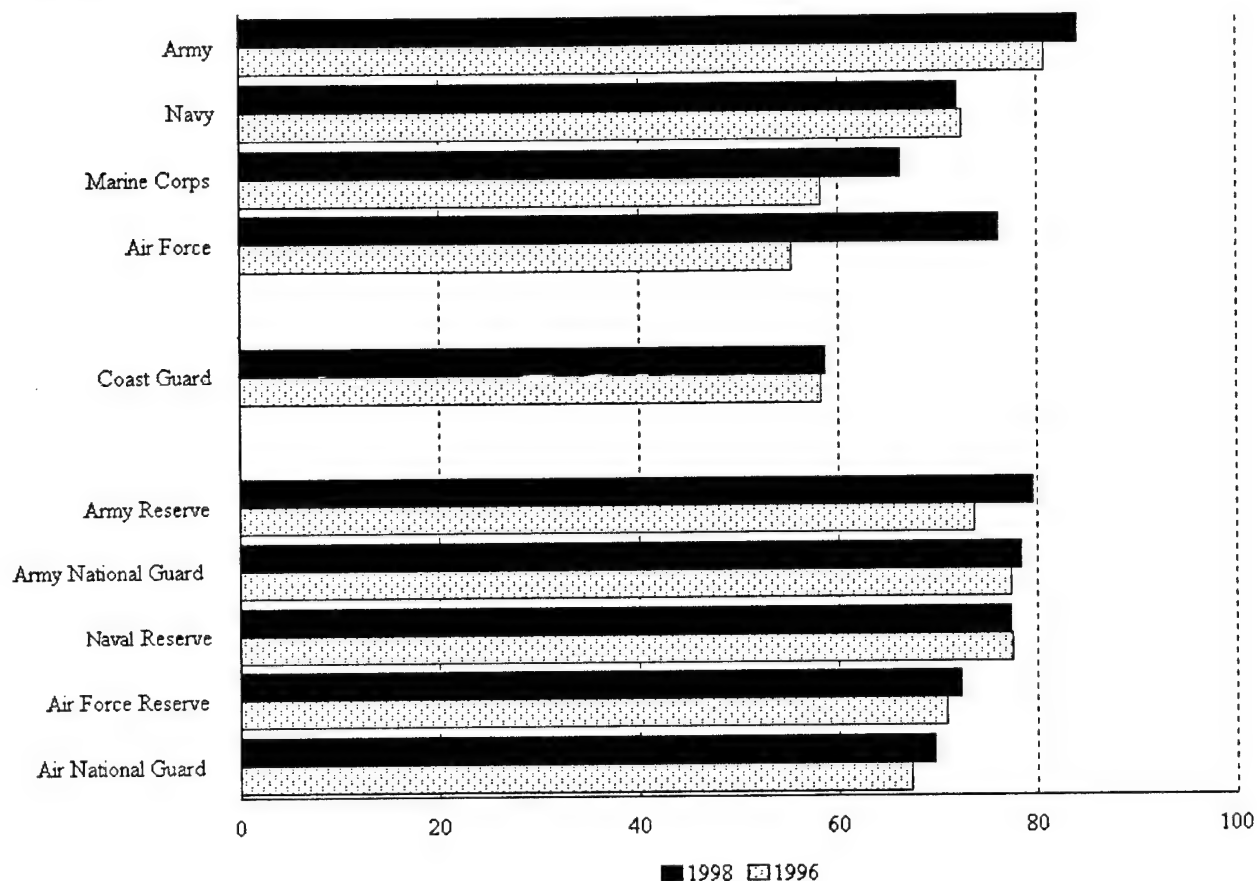
Coast Guard recruiters registered virtually no change in their responses to this workload item between the 1996 and 1998 *DoD Recruiter Surveys*.

### ***Reserve Component***

Similar to active DoD recruiters, Reserve and Guard recruiters reported that a greater number of hours were needed to make goal than was true in 1996 (or when they began recruiting). A little over three-fourths (77.7%) said that the number of hours required per week was greater and only 3.0 percent said that they were fewer. Except in the Air Force Reserve and Air National Guard, individual Component proportions varied only slightly from the aggregate figure. For the Air National Guard, the percentage was 69.7, while the Air Force Reserve percentage was 72.3.

Results from the 1998 and 1996 surveys were not significantly different in the overall distribution of Reserve Component responses to this question. Only Army Reserve, Air Force Reserve and Air National Guard showed significant differences in response distributions between the 1998 and 1996 surveys. For the Army Reserve, the difference appears to be a decline in the percentage of respondents who reported fewer hours required to meet goal

**Figure 12.**  
**Percentage Reporting a Greater Number of Work Hours Required to Meet Goal**  
**- Question 61h**



(5.2% in 1996 and 2.8% in 1998), as well as decline in the percentage of respondents who reported no change in the number of hours required to meet goal (21.1% in 1996 and 17.7% in 1998). Among Air Force Reserve recruiters there was a slight increase in the percentage of respondents who reported fewer hours required to meet goal (0.0% in 1996 and 2.1% in 1998). The percentage of Air National Guard recruiters who reported that fewer hours were required to meet goal declined (3.6% in 1996 and 1.3% in 1998).

### ***Hours Per Week Spent Performing Non-Recruiting Duties***

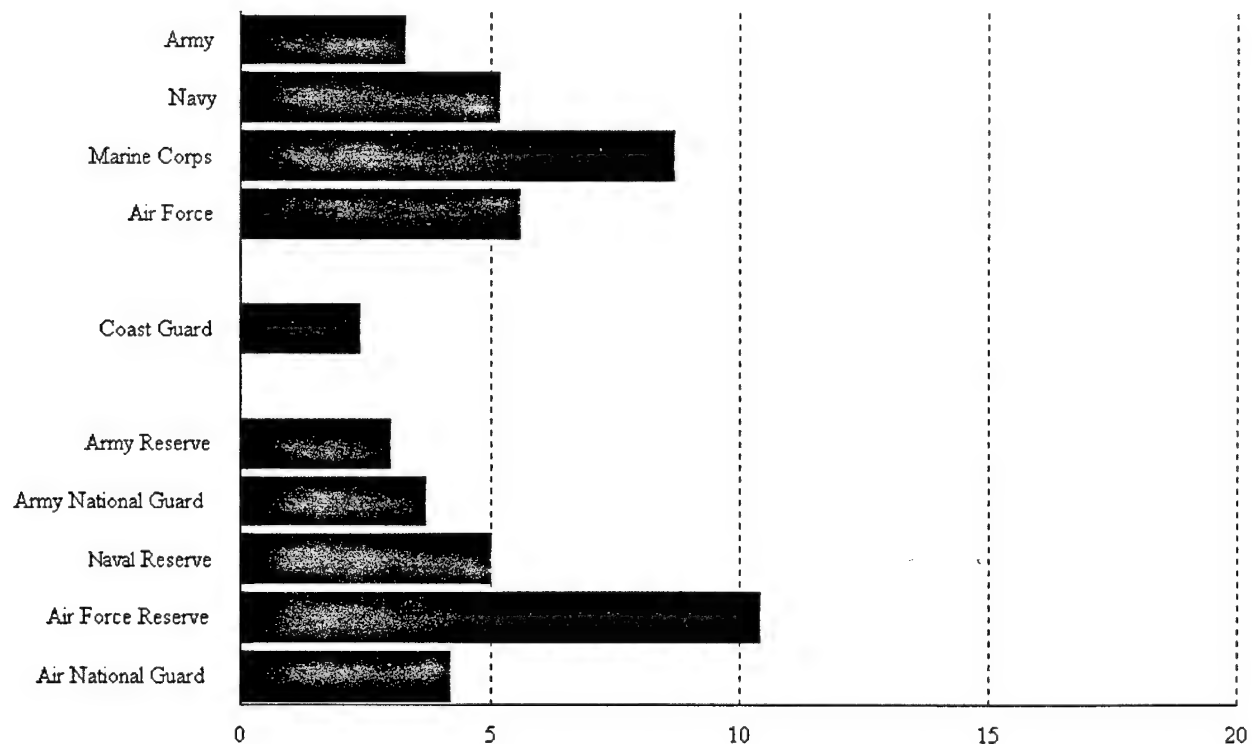
Results from the 1996 DoD Recruiter Survey showed that some Services did not report spending as much time performing duty-related tasks as others. This caused concern that recruiters, in their responses to this survey item, were excluding time spent on other duties that were not exclusively related to recruiting. Thus, it was decided to ask about the number of hours per week spent performing non-recruiting duties in the 1998 survey. Figure 13 shows the results of those who reported working over 20 hours per week on non-recruiting duties.

#### ***Active Component***

Few active DoD recruiters (9.8%) spent no time performing non-recruiting duties (see Appendix D, Table D-13). Another 42.3 percent spent less than 6 hours per week performing non-recruiting duties, 31.1 percent spent between 6 and 10 hours, 11.6 percent spent between 11 and 20 hours, and 5.2 percent spent over 20 hours per week performing non-recruiting duties. Of the separate Services, proportionally the fewest Army recruiters (3.3%) reported spending over 20 hours per week performing non-recruiting duties, while proportionally the most Marine Corps recruiters reported doing so (8.7%).

**Figure 13.**

***Percentage Spending More Than 20 Hours Per Week Performing Non-Recruiting Duties  
- Question 10***



Among Coast Guard recruiters, 10.7 percent did not spend any time performing non-recruiting duties, while 2.4 percent reported spending more than 20 hours in an average week performing non-recruiting duties.

### ***Reserve Component***

Reserve and Guard recruiters showed a similar distribution to active DoD recruiters in their reporting of hours per week spent performing non-recruiting duties. Only 8.4 percent of Reserve and Guard recruiters claimed not to spend any time performing non-recruiting duties. Another 40.9 percent spent less than 6 hours, 33.2 percent spent between 6 and 10 hours, 13.5 percent spent between 11 and 20 hours and 4.0 percent spent over 20 hours. Figure 13 shows that, of the Reserve Components, Air Force Reserve recruiters had the largest proportion report spending more than 20 hours each week performing non-recruiting duties (10.4%). Among Reserve recruiters, the Army Reserve had proportionally the fewest, with only 3.0 percent reporting doing so.

### ***Free Time for Personal Duties***

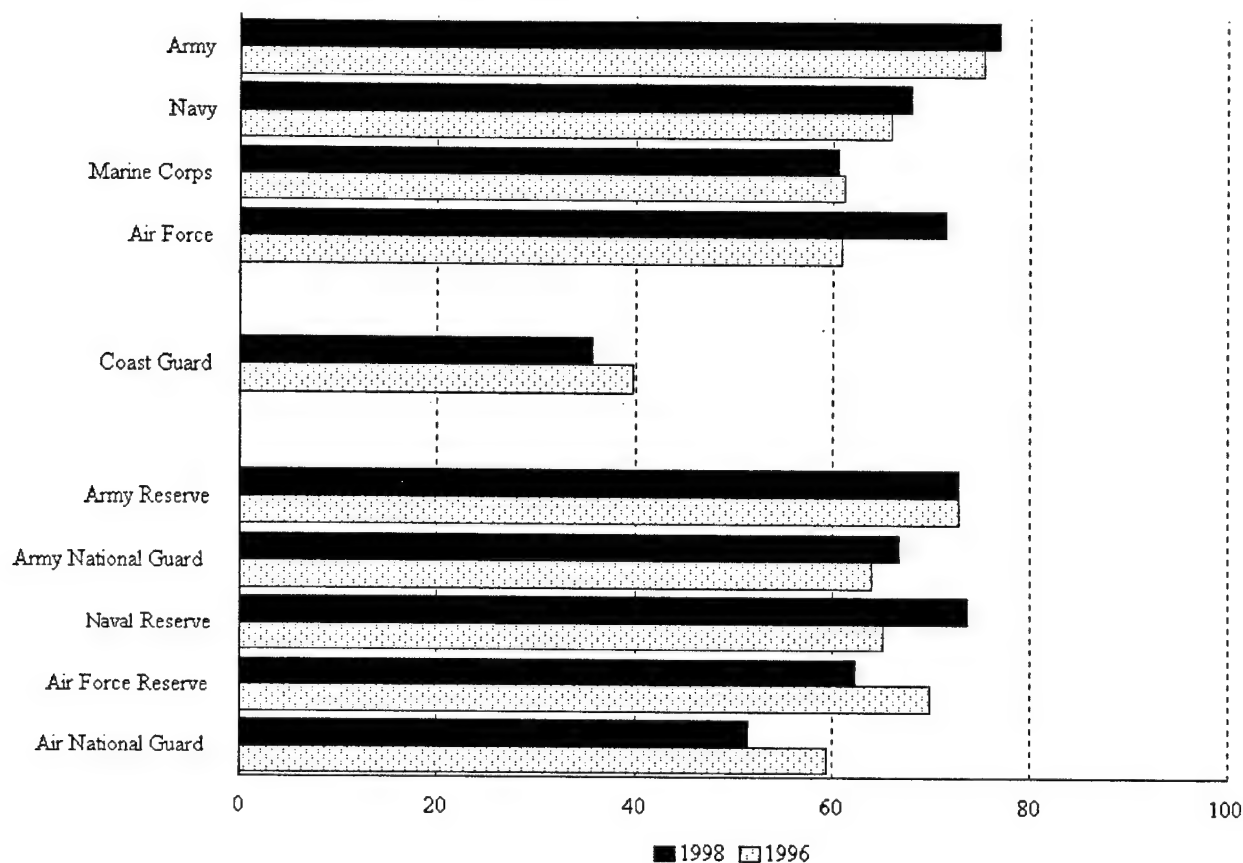
#### ***Active Component***

Among active DoD recruiters as a whole, only 5.5 percent reported having a greater amount of free time to attend to personal duties than was the case in 1996 or since they began their recruiting assignments (see Appendix D, Table D-14). Just under one-quarter (23.6%) reported that they had the same amount of time, and 70.8 percent said they had less free time than before for personal duties (shown in Figure 14). Differences in reported change in free time across the Services were quite substantial. While 76.9 percent of Army recruiters reported having less time available for personal responsibilities than in the past, 60.6 percent of Marine Corps recruiters registered such a decline in personal time.

Only 35.7 percent of Coast Guard recruiters reported a compression of their personal time. Almost two-thirds (62.7%) of Coast Guard recruiters reported that the amount of free time stayed the same.

Among all active DoD recruiters, only those from the Air Force reported a significant decrease in free time over 1996 (60.9% in 1996 and 71.4% in 1998).

**Figure 14.**  
**Percentage Reporting Less Free Time for Personal Duties - Question 61k**



### **Reserve Component**

About two-thirds (67.8%) of Reserve and Guard recruiters indicated that free time available to them for personal duties was less than was the case in 1996 (or when their recruiting duties began). The percentage reporting a reduction ranged from a low of 51.5 for Air National Guard recruiters to a high of 73.7 for Naval Reserve recruiters.

Overall, these results were not significantly different from those found in the 1996 survey; although, Naval Reserve and Air National Guard recruiters did report significantly different results in the 1998 survey. Significantly more Naval Reserve recruiters in the 1998 survey than in the 1996 survey (73.7% and 65.1%, respectively) reported a decline in amount of free time over the previous 2 year period. Proportionately fewer Air National Guard recruiters reported a decline in personal time in 1998 (59.4% in 1996; 51.5% in 1998).



## Leave Voluntarily Not Taken in Past Year

### Active Component

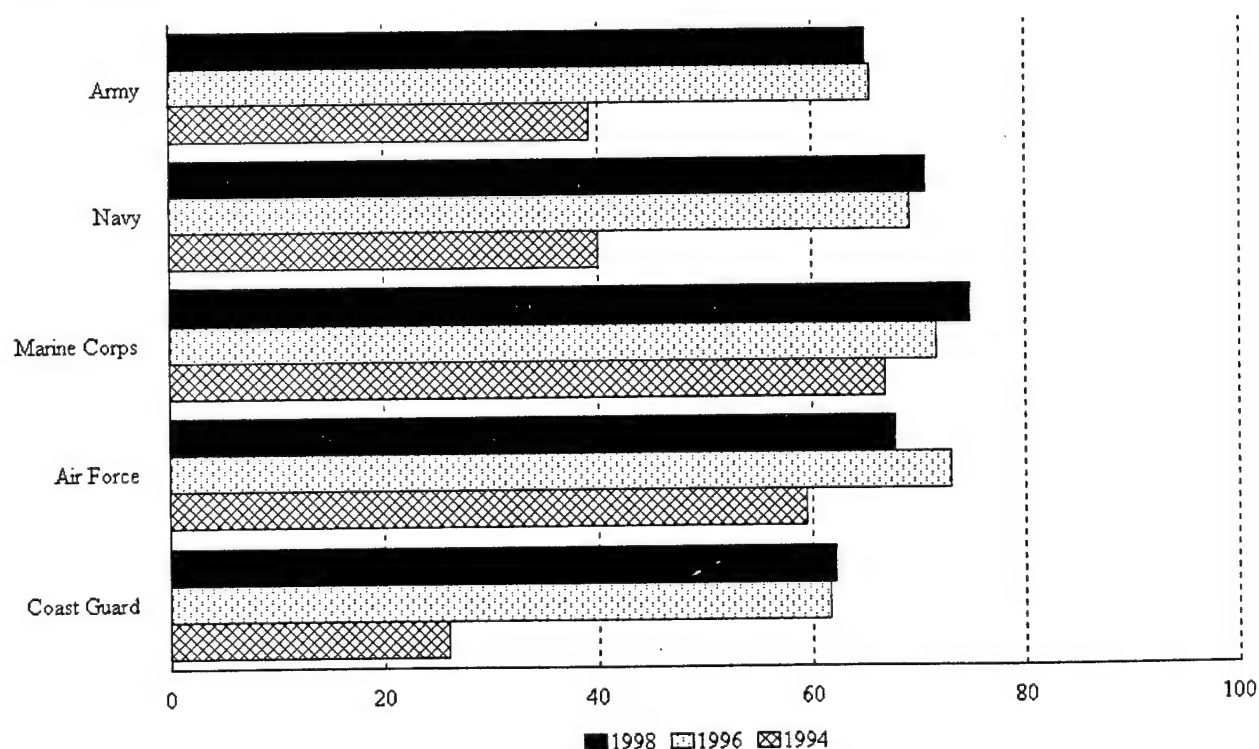
Overall, more than two-thirds (68.7%) of active DoD recruiters said they voluntarily did not take leave during the previous 12 months due to the demands of their job (see Appendix D, Figure D-15). As seen in Figure 15.1, this percentage was the highest for the Marine Corps (74.8%) and nearly as high for the Navy (70.7%). The lowest percentage among active DoD recruiters was reported by Army recruiters (65.0%). A significantly lower percentage of Coast Guard recruiters than of active DoD recruiters reported that they voluntarily declined to take leave (62.2%).

The percentage of active DoD recruiters who reported that they voluntarily did not take leave in the past year in order to fulfill their recruiting duties (68.7%) was not significantly different than in 1996, when it was 68.3 percent.

Results were significantly different from those in 1994, because of a wording change in the question. The question in 1994 was "During the past year, have the demands of your job prevented you from taking annual leave?" In the 1996 and 1998 recruiter surveys, the question was: "During the past year, have you voluntarily not taken leave due to the demands of your job?" As a result of the question wording change, the percentage of those agreeing increased by as much as 50 percent between 1994 and 1996.

**Figure 15.1.**

**Active Component: Percentage Reporting Voluntarily Not Taking Leave Due to Demands of Job - Question 11**



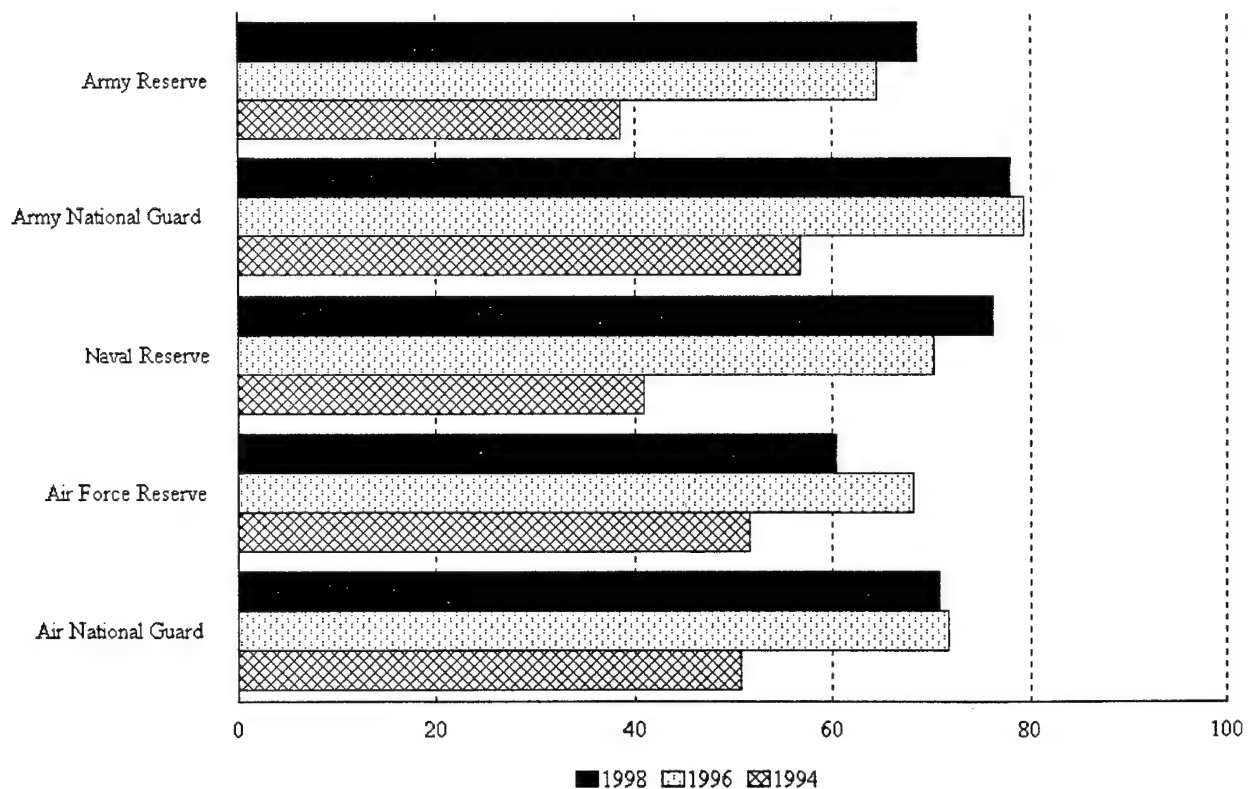
## Reserve Component

Nearly three-fourths (74.1%) of Reserve Component recruiters reported that they voluntarily gave up taking leave in the past year. Figure 15.2 reveals that this percent varied rather widely across the Components, from a high of 78.0 percent among recruiters from the Army National Guard to a low of 60.4 percent among Air Force Reserve recruiters. Among Army Reserve recruiters, the percentage was 68.7.

The percentage of Reserve and Guard recruiters who said they voluntarily gave up taking leave in order to attend to recruiting duties was not significantly different than it was in 1996. Only Naval Reserve and Air Force Reserve recruiters showed significantly different distributions compared to 1996 (76.2% in 1998 and 70.2% in 1996 for Naval Reserve, and 60.4% in 1998 and 68.2% in 1996 for Air Force Reserve). Comparisons to 1994 cannot be made due to the wording change discussed in the Active Component section.

**Figure 15.2.**

***Reserve Component: Percentage Reporting Voluntarily Not Taking Leave Due to Demands of Job - Question 11***



## Requested Leave Denied in Past Year

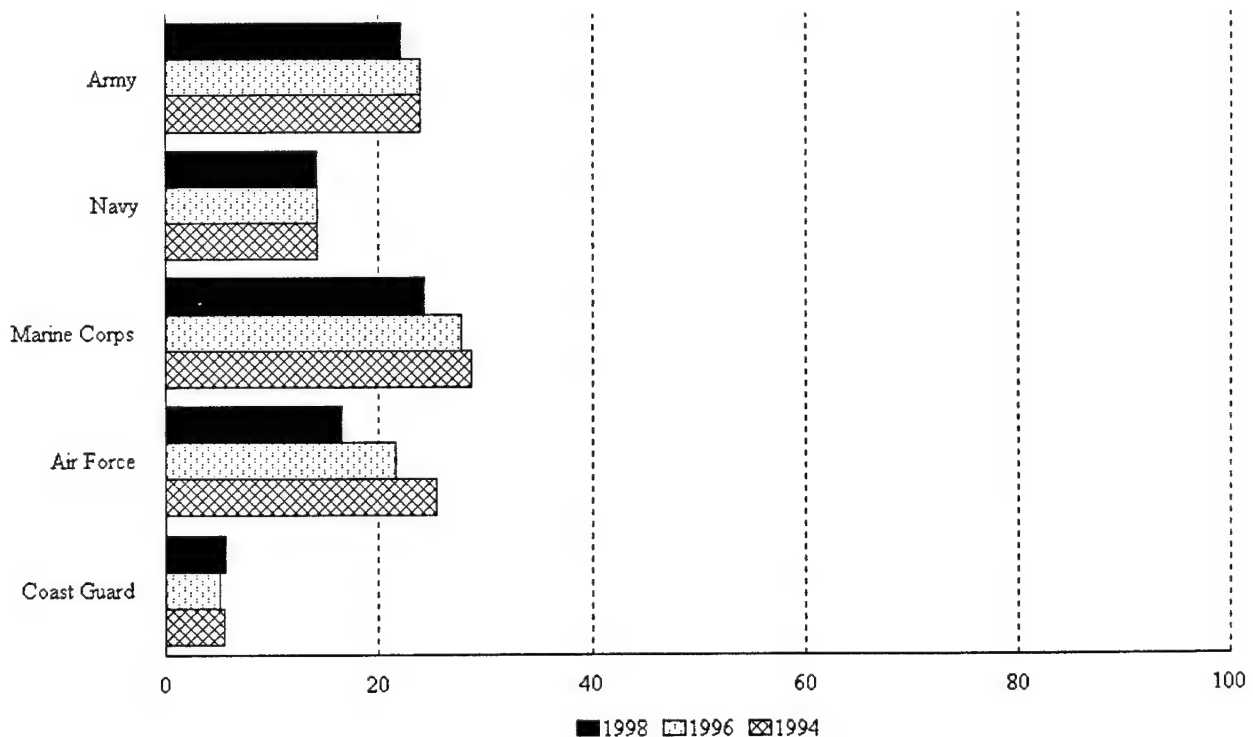
### Active Component

One-fifth (20.6%) of all active DoD recruiters reported that they had experienced a denial of their annual leave requests during the past year (see Appendix D, Table D-16). As indicated in Figure 16.1, a slightly higher percentage (22.1%) was reported by Army recruiters, although the highest percentage (24.4%) was reported among Marine Corps recruiters. Among Coast Guard recruiters, only 5.6 percent reported denial of a leave request over the past year.

The percentage of active DoD recruiters claiming denial of requested annual leave changed little since 1994 (21.9% in 1994, 22.1% in 1996 and 20.6% in 1998). The only individual active DoD Service that showed significant change since 1994 and 1996 was the Air Force (25.5% in 1994, 21.6% in 1996 and 16.5% in 1998). The percentage of Coast Guard recruiters reporting denial of leave requests remained essentially unchanged since 1994 (5.5% in 1994, 5.1% in 1996 and 5.6% in 1998).

**Figure 16.1.**

**Active Component: Percentage Having Request for Annual Leave Denied - Question 12**



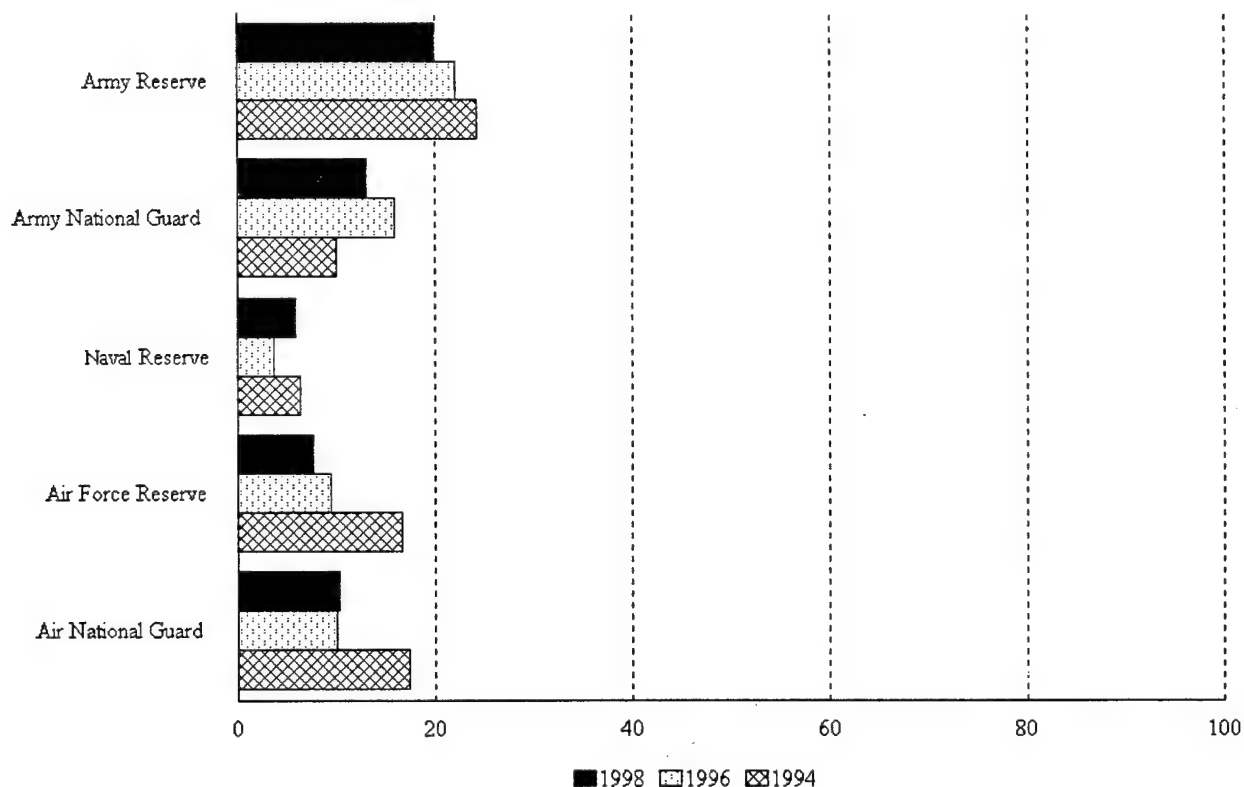
## Reserve Component

Denial of request for annual leave appeared to occur less frequently among Reserve and Guard recruiters, as a whole, than among active DoD recruiters. Only 13.7 percent of Reserve and Guard recruiters claimed that leave was denied in the past year. Recruiters in the Army Reserve (20.0%) and in the Army National Guard (13.1%) most frequently experienced denial (see Figure 16.2). At the other extreme, only 5.8 percent of Naval Reserve recruiters reported a denial of their annual leave requests during the past year; and among Air Force Reserve and Air National Guard recruiters, the percentages were only 7.6 and 10.2, respectively.

As with the Active Services, the percentage of Reserve and Guard recruiters who reported denial of annual leave requests in 1998 was essentially unchanged from 1996. Moreover, Air Force Reserve and Air National Guard recruiters showed significant decreases in denial of annual leave requests since 1994. In 1998, 7.6 percent of the Air Force Reserve recruiters reported denial of annual leave; in 1996, 9.4 percent did so, and in 1994, 16.5 percent. The percentages of Air National Guard recruiters reporting denial of annual leave in 1994, 1996 and 1998 were 17.3, 10.0 and 10.2, respectively.

**Figure 16.2.**

***Reserve Component: Percentage Having Request for Annual Leave Denied - Question 12***



## Leave Taken in Past Year

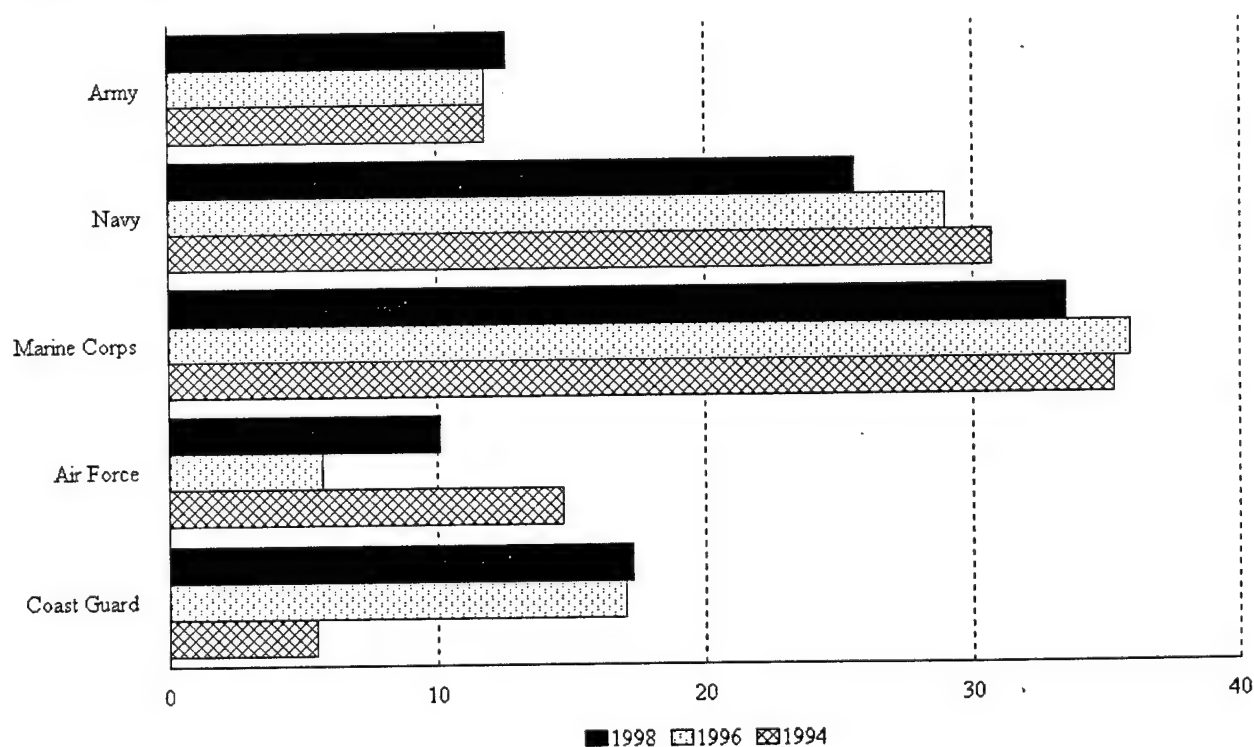
### Active Component

About one-fifth (19.7%) of all active DoD recruiters reported that they took 7 days or fewer of annual leave in the past year (see Appendix D, Table D-17). A slightly higher percentage (43.7%) took between 8 and 14 days, while 36.6 percent took 15 or more days. There was great variability across the Services. Figure 17.1 shows that the Army and the Air Force had the lowest percentage of recruiters that reported taking 7 days or fewer of annual leave in the past year (12.6% and 10.1%, respectively), while the Marine Corps recruiters reported the highest percentage (33.5%). The amount of leave days taken in the previous year did not change significantly for active DoD recruiters since 1994.

Among Coast Guard recruiters, 17.3 percent reported taking 7 days or fewer of annual leave during the past year. Coast Guard recruiters also look similar on this item in both the 1996 and the 1998 surveys.

**Figure 17.1.**

**Active Component: Percentage Taking 7 or Fewer Days of Annual Leave Last Year**  
- Question 13



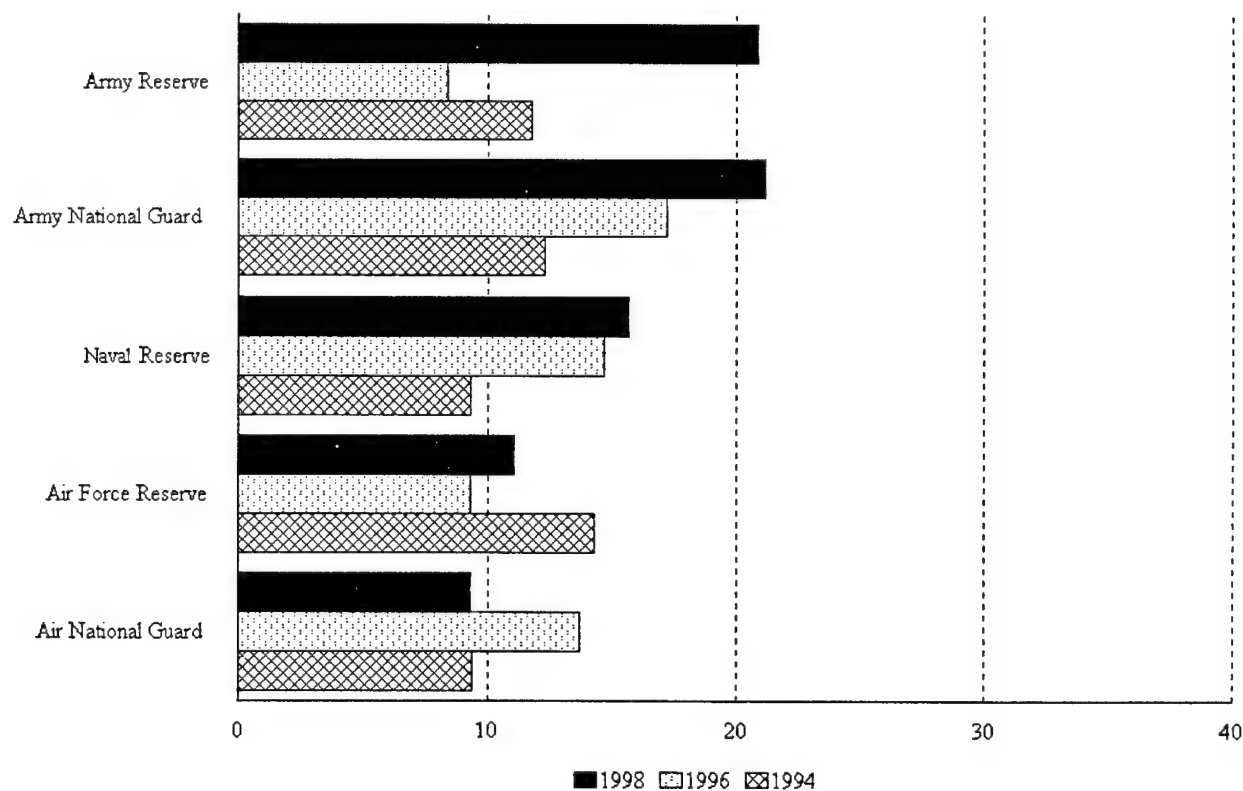
## Reserve Component

Approximately the same percentages of Reserve and Guard recruiters as active DoD recruiters took 7 days or fewer of annual leave in the past year (19.3%). However, the percentage among individual Components varied. As revealed in Figure 17.2, Army National Guard and Army Reserve recruiters reported the highest percentage taking 7 days or fewer of annual leave in the past year (21.1% and 20.9%, respectively). Air National Guard recruiters reported the lowest percentage at 9.3.

While the 1998 survey result on this item for Reserve and Guard recruiters was similar to that for the active recruiters, the percentage of Reserve and Guard recruiters reporting that they took 7 days or fewer of annual leave in the previous year rose several percentage points (11.6% in 1994, 14.2% in 1996 and 19.3% in 1998).

**Figure 17.2.**

***Reserve Component: Percentage Taking 7 or Fewer Days of Annual Leave Last Year  
- Question 13***



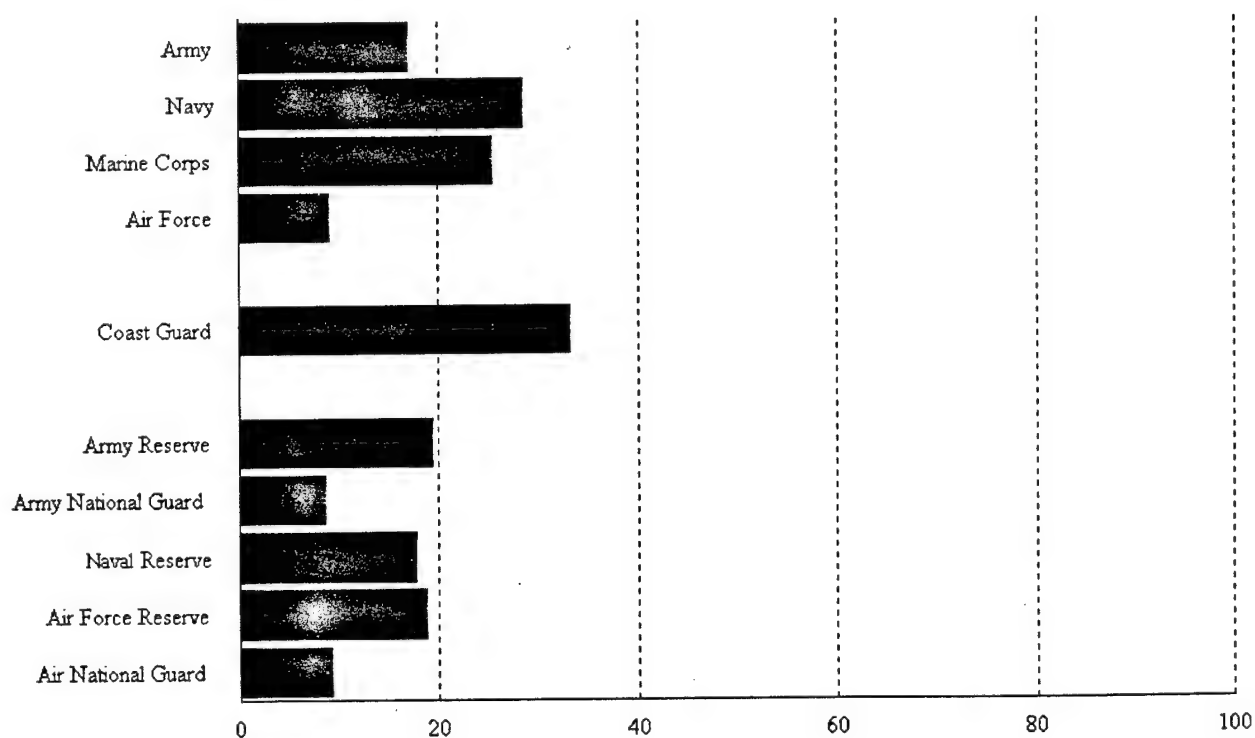
### ***Leave Days Spent on Work-Related Tasks***

The 1998 survey asked recruiters to count the number of annual leave days in the past year where they spent at least part of the day on work-related tasks. Figure 18 shows the percentage of recruiters who spent no part of their annual leave days doing work-related tasks.

#### ***Active Component***

One-fifth (20.2%) of all active DoD recruiters reported spending no part of their annual leave days on work-related tasks (see Appendix D, Table D-18). At the other extreme, close to another one-fifth (18.7%) said they spent at least parts of 6 or more days of annual leave on work-related tasks. The variation across Services was considerable. Proportionately the fewest Air Force recruiters reported that no part of their annual leave days were spent on work-related tasks (9.1%), and 42.1 percent reported that at least parts of 6 or more days of their annual leave days were spent working on work-related tasks. In comparison, over one-quarter (28.5%) of Navy recruiters reported that no part of their annual leave days were spent on work-related tasks, and 11.6 percent reported that they spent at least 6 or more days were spent working on duty-related tasks.

**Figure 18.**  
***Percentage Spending No Days on Leave Working Part of Day on Work-Related Tasks***  
***- Question 14***



One-third (33.1%) of Coast Guard recruiters reported spending no part of their annual leave days on work-related tasks. On the other extreme 15.7 percent of Coast Guard recruiters reported spending at least parts of 6 or more days on work-related tasks.

### ***Reserve Component***

In comparison to active recruiters, proportionately fewer Reserve and Guard recruiters reported that they spent no parts of their annual leave days on work-related tasks (12.9% for the Reserve Component versus 20.2% for the Active Component). The variation among Reserve Components was significant. Army National Guard recruiters reported proportionately the fewest spending no part of their leave on work tasks (8.7%) and proportionately the most that spent at least part of 6 or more days of leave in this way (35.3%). In contrast, proportionally the most Army Reserve recruiters reported that they spent none of their leave time on work (19.4%). In addition, Army Reserve recruiters were also among the least frequent to report spending 6 days or more of leave time on work (19.2%).

### ***Leave Days Lost Due to Demands of Recruiting Duty***

#### ***Active Component***

Over three-quarters (80.6%) of all active DoD recruiters reported that they did not lose any of their annual leave days in the past year due to the demands of recruiting duty (see Appendix D, Table D-19). However, as indicated in Figure 19, there was significant variation among individual Services in this regard. While 93.7 percent of Air Force recruiters reported not losing any of their annual leave days, less than two-thirds (65.0%) of Marine Corps recruiters reported this. Coast Guard recruiters had a similarly low percentage reporting no loss of annual leave days in the previous fiscal year (66.9%).

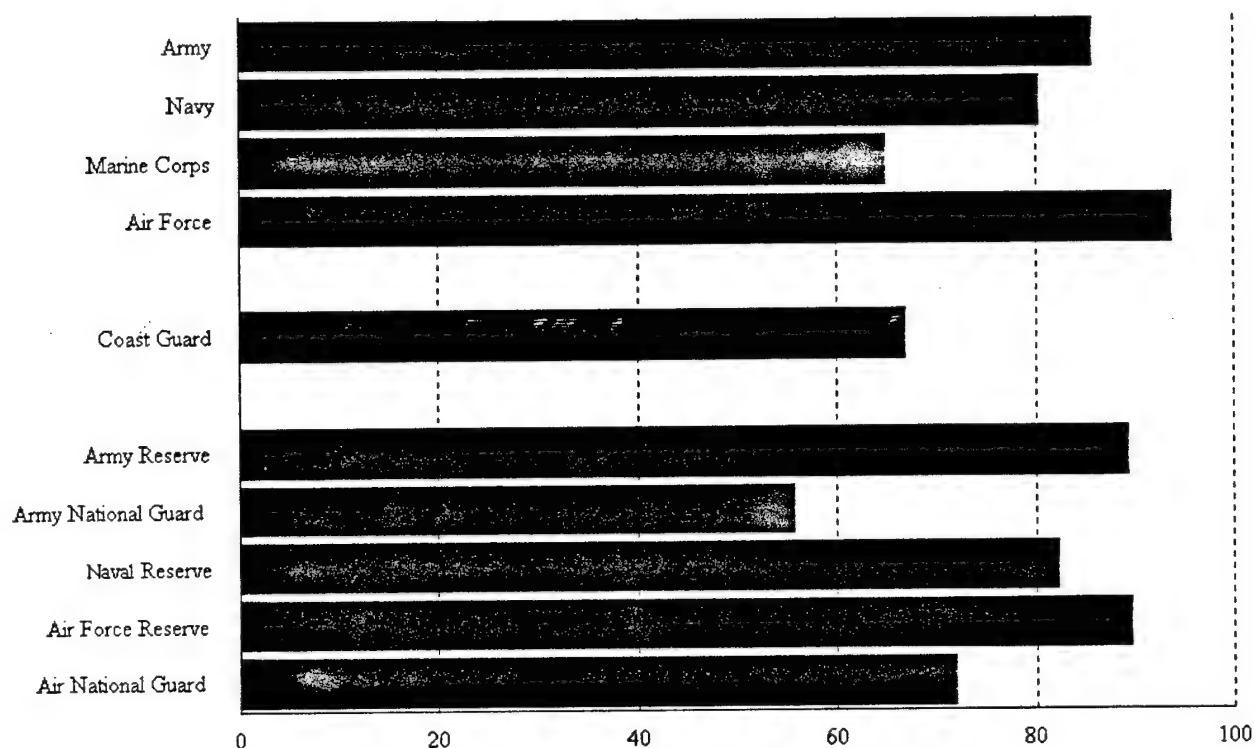
#### ***Reserve Component***

In contrast to active DoD recruiters, only 69.6 percent of Reserve and Guard recruiters reported not losing any of their annual leave days in the last fiscal year to demands of recruiting duty. However, as with the active Services, the variation across Reserve Components was significant. While 89.3 percent of Army Reserve recruiters and 89.6 percent of Air Force Reserve reported not losing any of their annual leave days to recruiting work, only 55.7 percent of Army National Guard reported this.



**Figure 19.**

***Percentage Reporting No Annual Leave Days Lost Due to Demands of Recruiting Duty  
- Question 15***



### **Change In Outreach Activities**

As referenced earlier, one section of the 1998 survey asked recruiters about changes in recruiting life since 1996 (or since they began recruiting). Recruiters were asked whether they spend more or less time with youth actively recruiting and whether they spend more or less time participating in community events that support recruiting. The 1996 questionnaire also asked recruiters these questions. On the other hand, the 1994 survey only asked recruiters whether they spent more or less time with youth actively recruiting. Figures 20.1 through 23.2 display the recruiter responses to these questions.

#### ***Time With Youth Actively Recruiting***

##### ***Active Component***

Almost one-half (49.4%) of all active DoD recruiters reported spending a greater amount of time with youth, actively recruiting, than earlier; while 11.8 percent said they spent less time this way (see Appendix D, Table D-20). Variation across the individual active DoD Services was small. However, as Figure 20.1 shows, Air Force recruiters differ from other active DoD recruiters by about 9-percentage points (40.8 percent said they spent more time with youth).

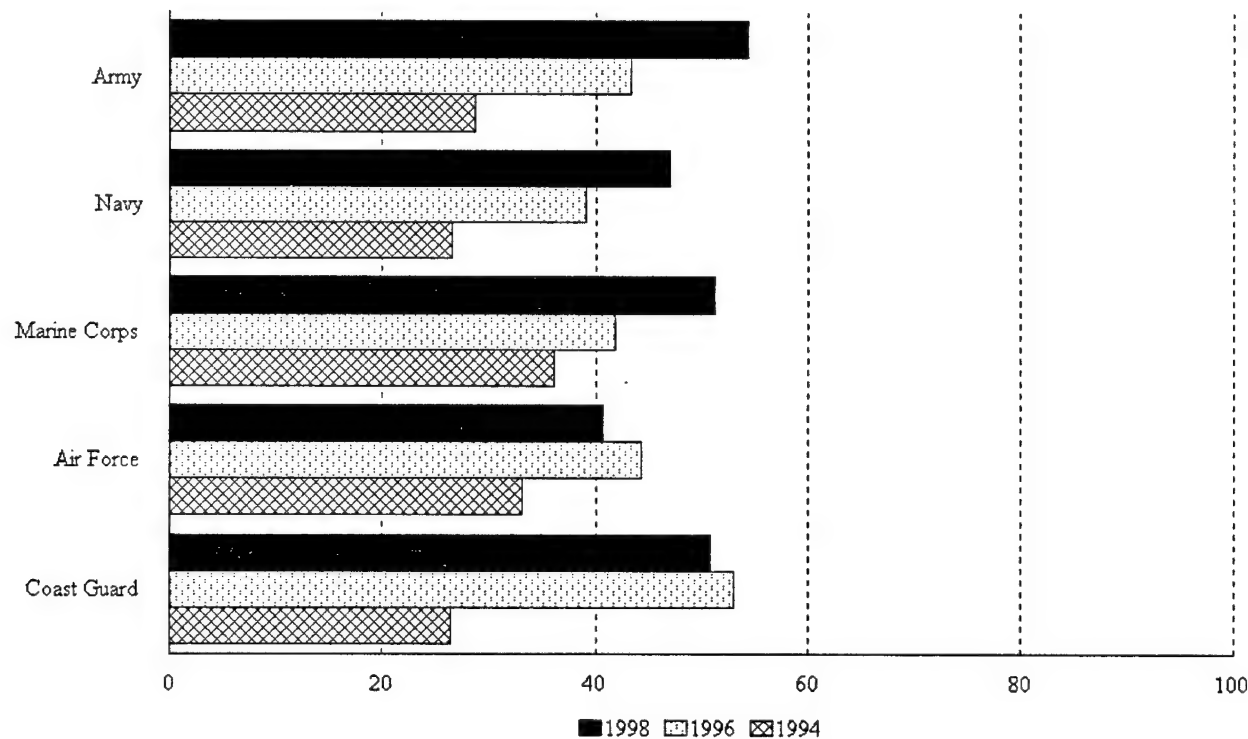
About half (50.8%) of Coast Guard recruiters said their time committed to interacting with youth for the purpose of recruiting was greater than it was 2 years ago.

The percentage of all active DoD recruiters who said they spent a greater amount of time with youth actively recruiting than earlier increased considerably since the respondents were asked this question in the 1996 survey (49.4% in 1998 compared to 42.0% in the 1996 survey). While Army, Navy and Marine Corps recruiters reported significant increases between the 1996 and 1998 surveys, Air Force recruiters alone reported a significant decline in the amount of time spent interacting with youth actively recruiting (from 10.9% in 1996 to 16.8% in 1998).

Coast Guard recruiters did not report a significant change between the 1998 and 1996 surveys on this dimension.

**Figure 20.1.**

**Active Component: Percentage Spending More Time With Youth Actively Recruiting - Question 61e**

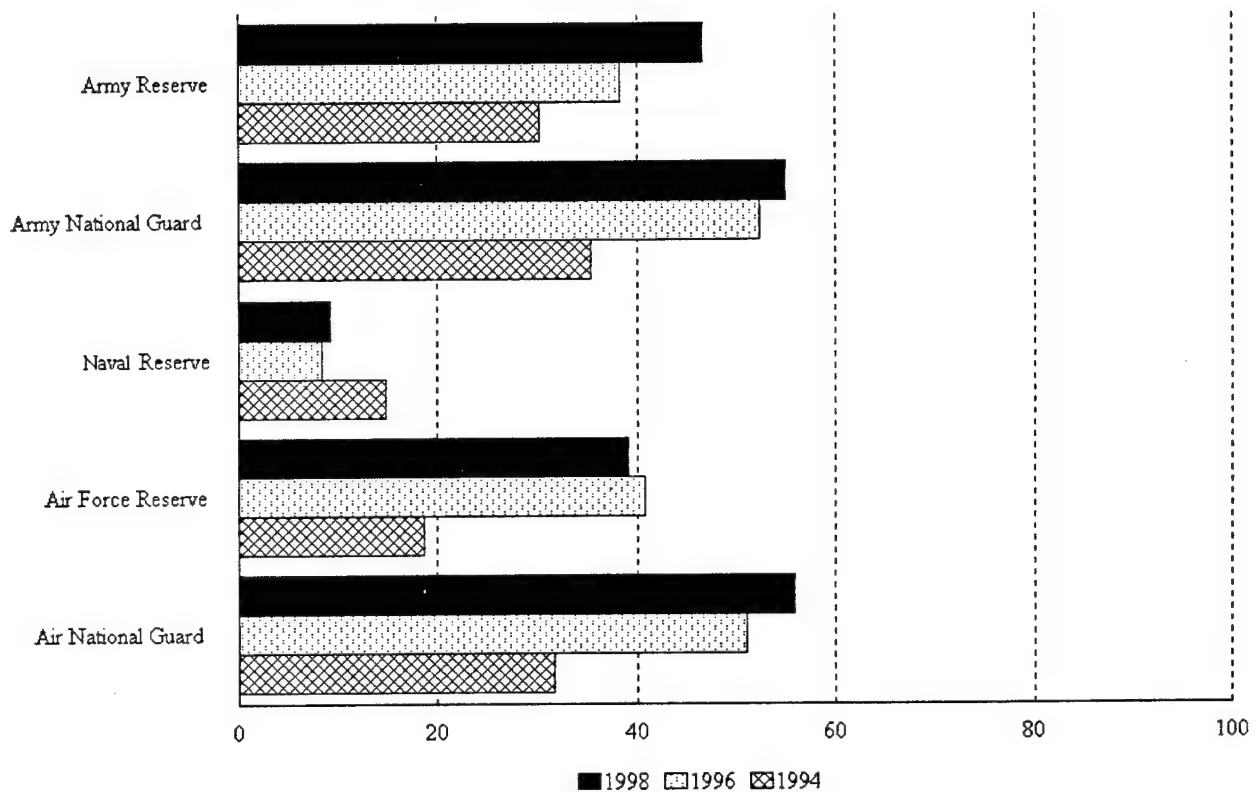


## Reserve Component

Variation across the Reserve Component for reported change in the amount of time spent with youth actively recruiting, was much greater than was the case among the active DoD Services. Although 48.4 percent, as a whole, reported spending more time than in the past, Figure 20.2 shows this percentage ranges all the way from 55.9 in the Air National Guard to just 9.2 in the Naval Reserve. As with their active counterparts, however, all Reserve and Guard recruiters in 1998 reported that they spent a greater amount of time with youth than respondents in the 1994 and 1996 surveys (31.0% in 1994, 43.2% in 1996 and 48.4% in 1998).

**Figure 20.2.**

***Reserve Component: Percentage Spending More Time With Youth Actively Recruiting - Question 61e***



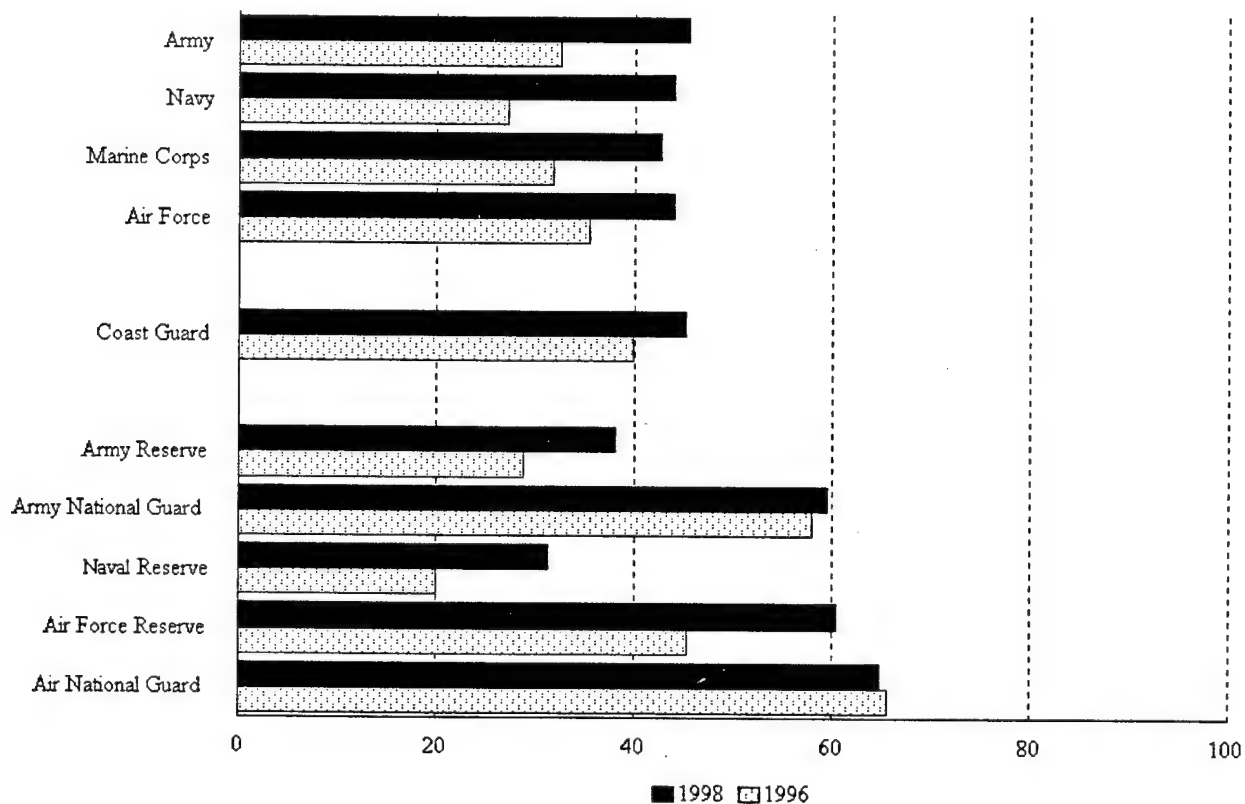
## ***Time Participating in Community Events to Support Recruiting***

### ***Active Component***

Overall, 84.5 percent of active DoD recruiters reported that they spent either the same or a greater amount of time on community events that support recruiting efforts than they did in 1996 or when they began recruiting duty (see Appendix D, Table D-21). More than two-fifths (44.4%) spent a greater amount of time. There was not a lot of variation across the active DoD Services, unlike the results found in the 1996 survey. As shown in Figure 21, in the 1996 survey, over one-fourth (27.2%) of Navy recruiters, and 35.5 percent of Air Force recruiters, said they spent more time than in the past at community events. In the 1998 survey, 42.7 percent of Marine Corps recruiters (on the low end) and 45.5 percent of Army recruiters (on the high end) said that they spent more time at community events than in the past.

As with their active counterparts, Coast Guard recruiters reported spending a greater amount of time at community events compared to 2 years earlier. Slightly less than half (45.2%) said this was the case. However, Coast Guard recruiters reported spending less time participating in community events to support recruiting (4.0% for Coast Guard and 15.5% for

**Figure 21.**  
***Percentage Reporting More Participation in Community Events to Support Recruiting***  
***- Question 61g***



active DoD) than other active DoD recruiters. The distribution of results for Coast Guard recruiters were not significantly different from those found in the 1996 survey.

### ***Reserve Component***

Proportionately more recruiters from the Reserve Component reported an increase in the amount of time spent at community events to support their recruiting efforts. Overall, 51.8 percent reported this increase. Another 37.4 percent judged their time commitment to be the same as it was in the past. The differences across the Components in this allocation of time were very large. Less than one-third (31.3%) of Naval Reserve recruiters reported that their time commitment increased, while nearly two-thirds (64.8%) of Air National Guard recruiters indicated that this was their experience. Among recruiters from the Army Reserve and the Army National Guard, 38.1 percent and 59.6 percent, respectively, said they spent a greater amount of time in community events. Overall the percentage of Reserve and Guard recruiters who reported that they spent a greater amount of time participating in community events to support recruiting increased relative to the 1996 survey results (46.1% in the 1996 survey, compared to 51.8% in the 1998 survey).

### ***Amount of Contact With Key Individuals Influencing Prospects***

#### ***Active Component***

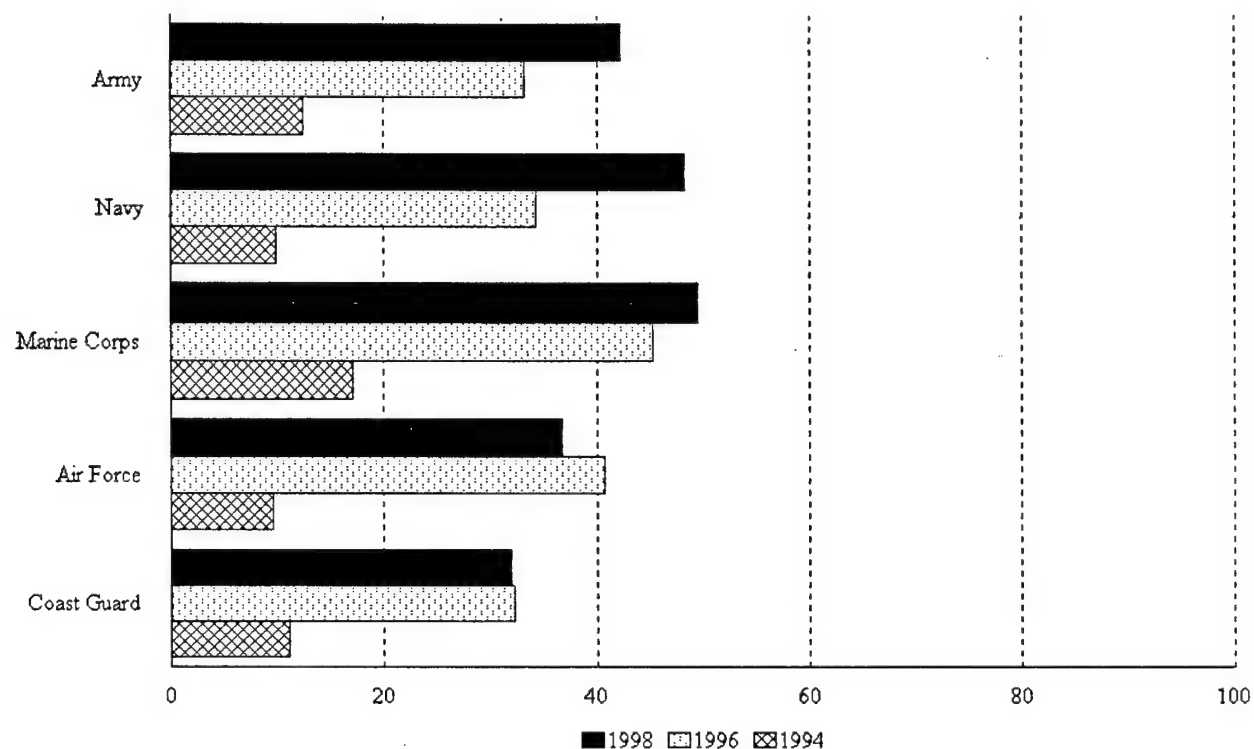
In 1998 the percentage of active DoD recruiters reporting increased contact with "key influencers" (such as parents and siblings) of potential recruits was 44.4 percent, up about 8-percentage points from 1996 (see Appendix D, Table D-22). When asked to compare to 1996, only 12.3 percent of these recruiters said they had less contact than they did in 1996. As can be seen in Figure 22.1, Marine Corps and Navy recruiters most frequently (49.5% and 48.2%, respectively) reported increased contact (compared to only 9.3% and 9.4%, respectively, indicating less contact). Air Force had proportionally the lowest frequency of recruiters indicating increased contact since 1996 (36.8%); however, almost half (49.2%) of Air Force recruiters reported about the same amount of contact with key influencers since 1996.

Among Coast Guard recruiters, 32.0 percent reported increased contact with key influencers since 1996, while 4.0 percent said they had less contact.

This tendency toward increased contact with key influencers appeared to be a continuing trend since 1994, as indicated by active DoD recruiters in the 1996 survey. At that time, 36.6 percent reported more contact than in 1994. Among respondents in the 1994 survey, in contrast, only 12.2 percent reported more contact than they had previously.

**Figure 22.1.**

**Active Component: Percentage Reporting Greater Amount of Contact With Key Influencers - Question 61a**



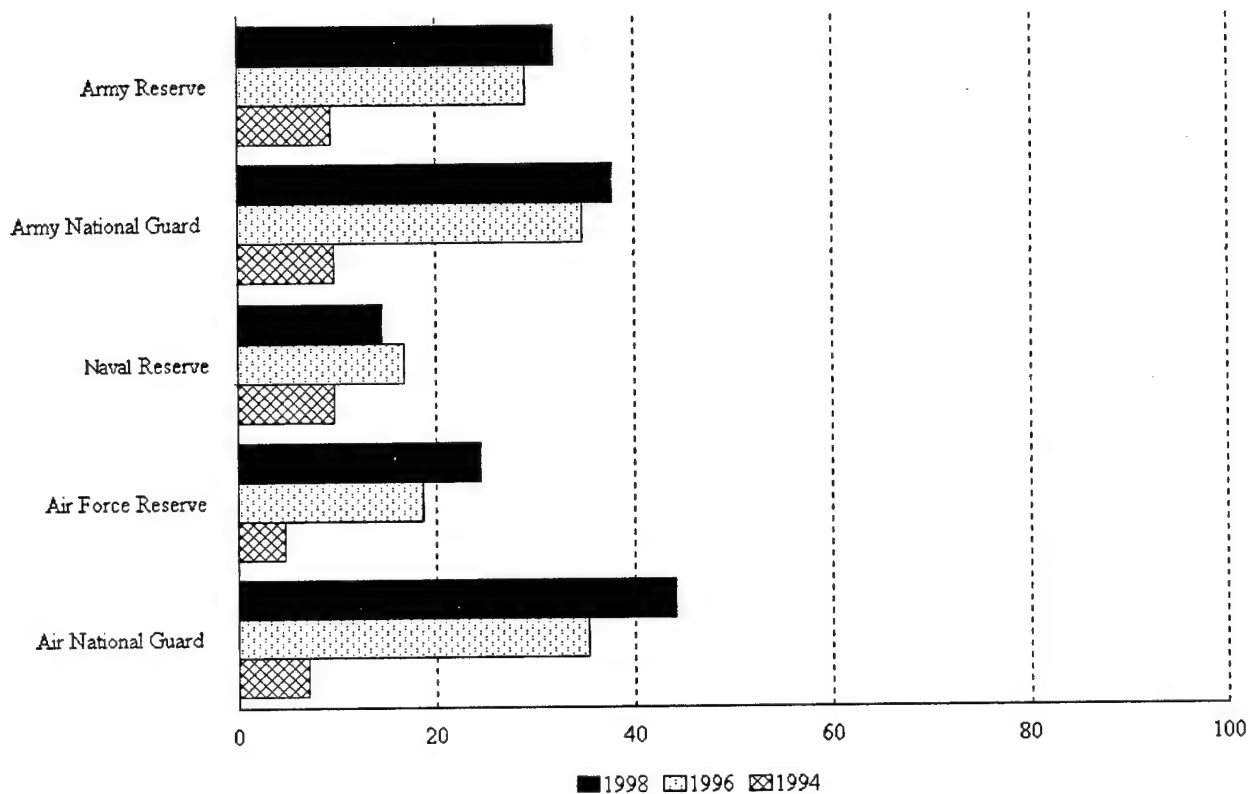
### **Reserve Component**

A little over one-third (33.9%) of Reserve and Guard recruiters reported an increase in contact with key individuals, a smaller percentage than active DoD recruiters. Over one-half (51.1%) reported about the same amount of contact compared to 1996. Unlike the other Components, proportionately more Naval Reserve recruiters said that they had less contact with key influencers compared to 1996 (24.5%) than said they had more contact (14.5%) (see Figure 22.2). For Air National Guard recruiters, the percentage reporting increased contact and the percentage reporting the same amount of contact since 1996 were identical (44.2% in each case).

The percentage of Reserve and Guard recruiters who reported increased contact with key influencers in the 1998 survey was only slightly higher than that in the 1996 survey (33.9% in 1998 and 30.7% in 1996). However, the percentage in both years was more than 3 times that of the 1994 survey when it was 11.1 percent.

**Figure 22.2.**

**Reserve Component: Percentage Reporting Greater Amount of Contact With Key Influencers  
- Question 61a**



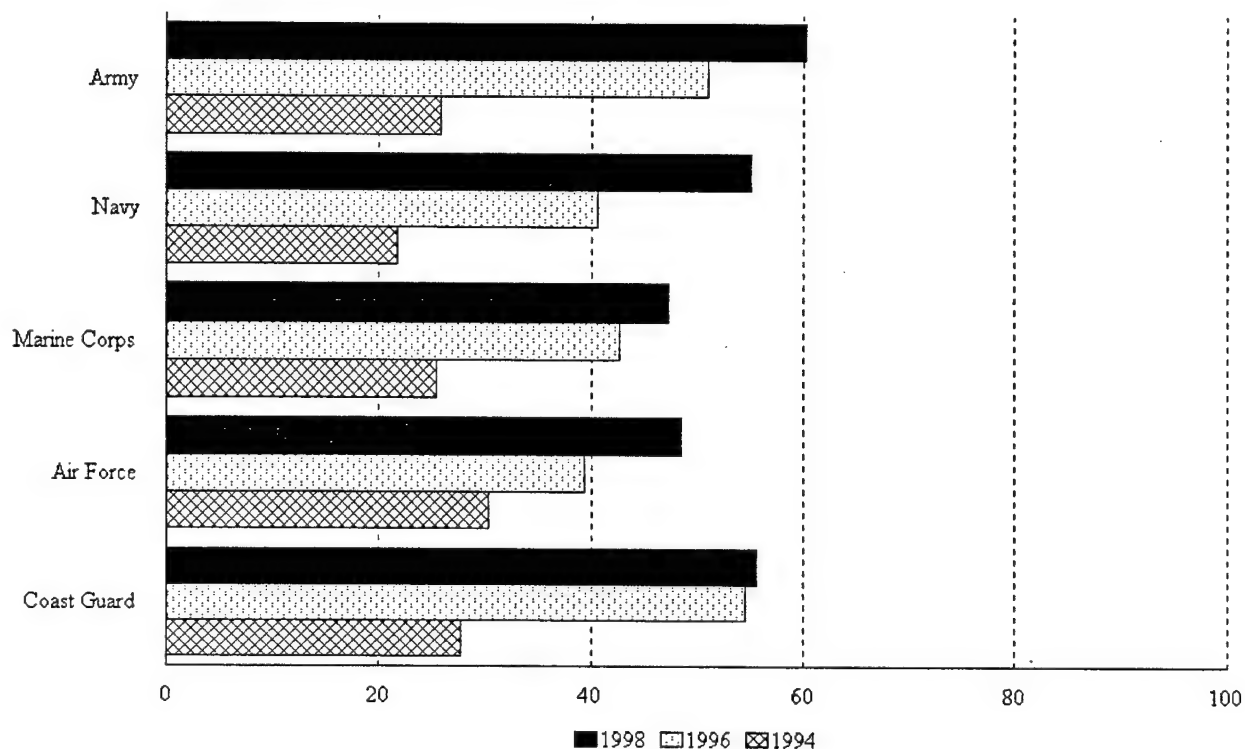
### **Number of High School Visits**

#### **Active Component**

In comparing their recruiting efforts to those in 1996, the percentage of active DoD recruiters who reported making more visits to high schools was almost 5 times that of those who reported making fewer visits (see Appendix D, Table D-23). Over half, 55.0 percent, made more visits while only 10.7 percent of active DoD recruiters said they made fewer visits than 1996. Figure 23.1 shows that proportionately more Army recruiters indicated increased visits (60.3%), whereas proportionately fewer Marine Corps recruiters reported increased visits (47.3%). Over half (55.6%) of Coast Guard recruiters said they made more visits than in 1996.

**Figure 23.1.**

**Active Component: Percentage Reporting Greater Number of High School Visits  
- Question 61b**



### **Reserve Component**

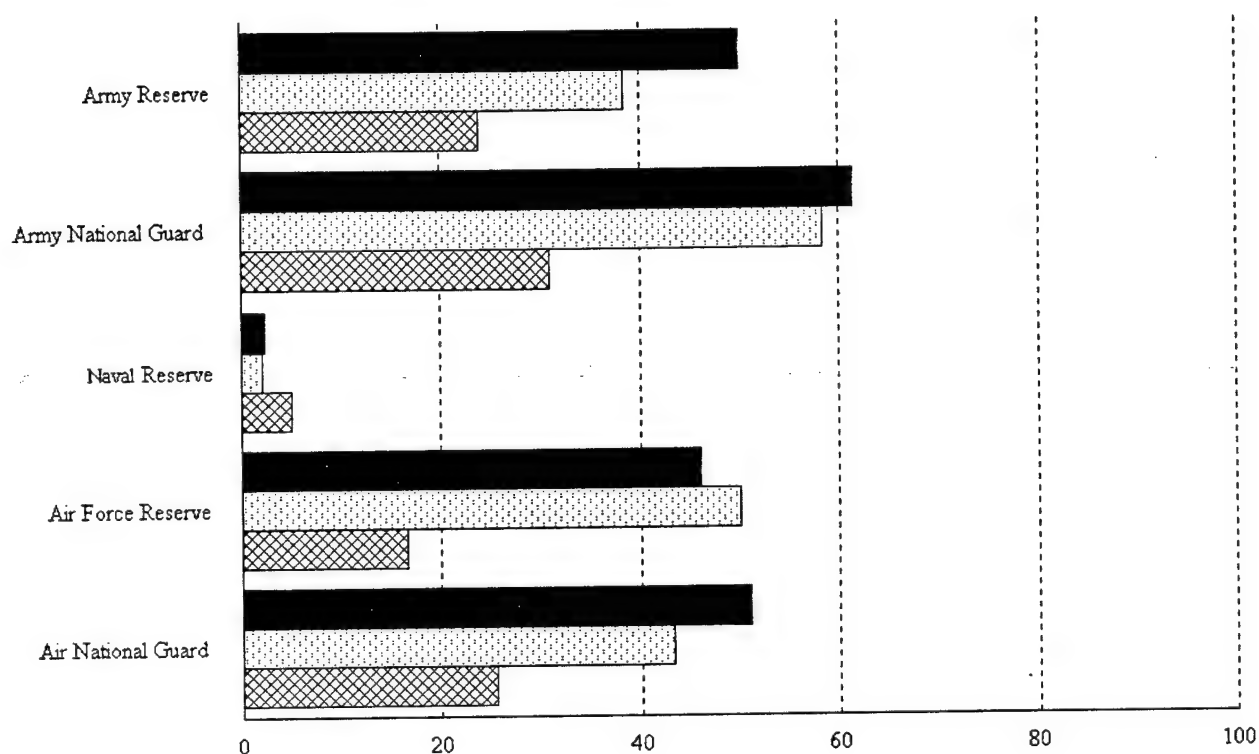
Similar to active recruiters, in 1998 over half of Reserve and Guard recruiters (52.3%) said they had increased visits to high schools in the previous 2 years. Figure 23.2 shows that a higher percentage of Army National Guard recruiters (61.4%) indicated more high school visits than the average for Reserve and Guard recruiter. Unlike the other Components, proportionately more Naval Reserve recruiters said that they made fewer high school visits (55.9% of recruiters) in comparison with those that reported more visits (2.4% of recruiters) compared to 1996.

Similar to 1996, the percentage of Reserve and Guard recruiters indicating increased visits (52.3%) was about 3 times more than the percentage indicating fewer visits (14.5).



**Figure 23.2.**

***Reserve Component: Percentage Reporting Greater Number of High School Visits  
- Question 61b***



### **Goal Stress**

As in past surveys, the 1998 DoD Recruiter Survey contains three items directly concerned with stress that recruiters may experience in attempting to reach their goals. One item asked whether recruiters felt that success in reaching goal had a "make or break" effect on their military careers. A second asked if they felt pressured to continue recruiting even after reaching their monthly goals. The third asked whether they were punished if they fell short of goal.

#### ***"Make or Break" Effect on Military Career***

##### **Active Component**

Altogether, over three-quarters (76.3%) of active DoD recruiters agreed that success in reaching goal had a "make or break" effect on their military careers (see Appendix D, Table D-24). As displayed in Figure 24.1, with the exception of Army and Navy recruiters (72.8% and 76.3% agreed), the level of agreement was several percentage points higher for each of the individual Services than for the active DoD average. It was highest (82.3%) for Marine Corps recruiters and measured 78.7 percent among Air Force recruiters.

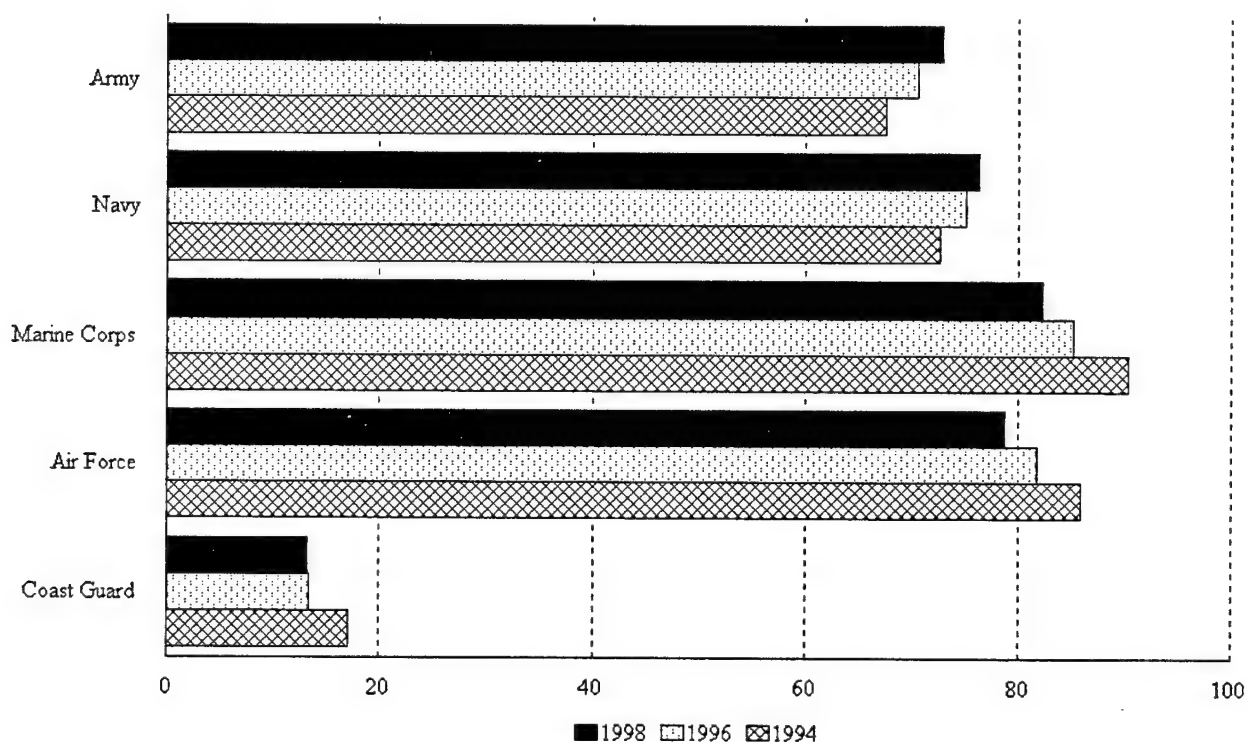
The response pattern among Coast Guard recruiters, however, presented a very different picture. Only 13.3 percent agreed and 69.2 percent disagreed that success in reaching goal had a "make or break" effect on their military careers.

The opinion of active DoD recruiters on this dimension did not change appreciably since 1994. None of the Services in the 1998 survey looked significantly different from 1996. However, Marine Corps and Air Force recruiters showed a significant decline from 1994 in the percentage of recruiters agreeing that success in reaching goal had a "make or break" effect on their military careers (90.3% in 1994 and 82.3% in 1998 for Marine Corps, and 85.8% in 1994 and 78.7% in 1998 for Air Force). On the other hand, Army recruiters showed a significant increase over the same 4-year period (67.5% in 1994 and 72.8% in 1998).

For Coast Guard recruiters, there was a large increase in the percentage who disagreed from 1996 to 1998 (58.8 and 69.2%, respectively).

**Figure 24.1.**

**Active Component: Percentage Agreeing That Recruiting Success Had a "Make or Break" Effect on Military Career - Question 20c**



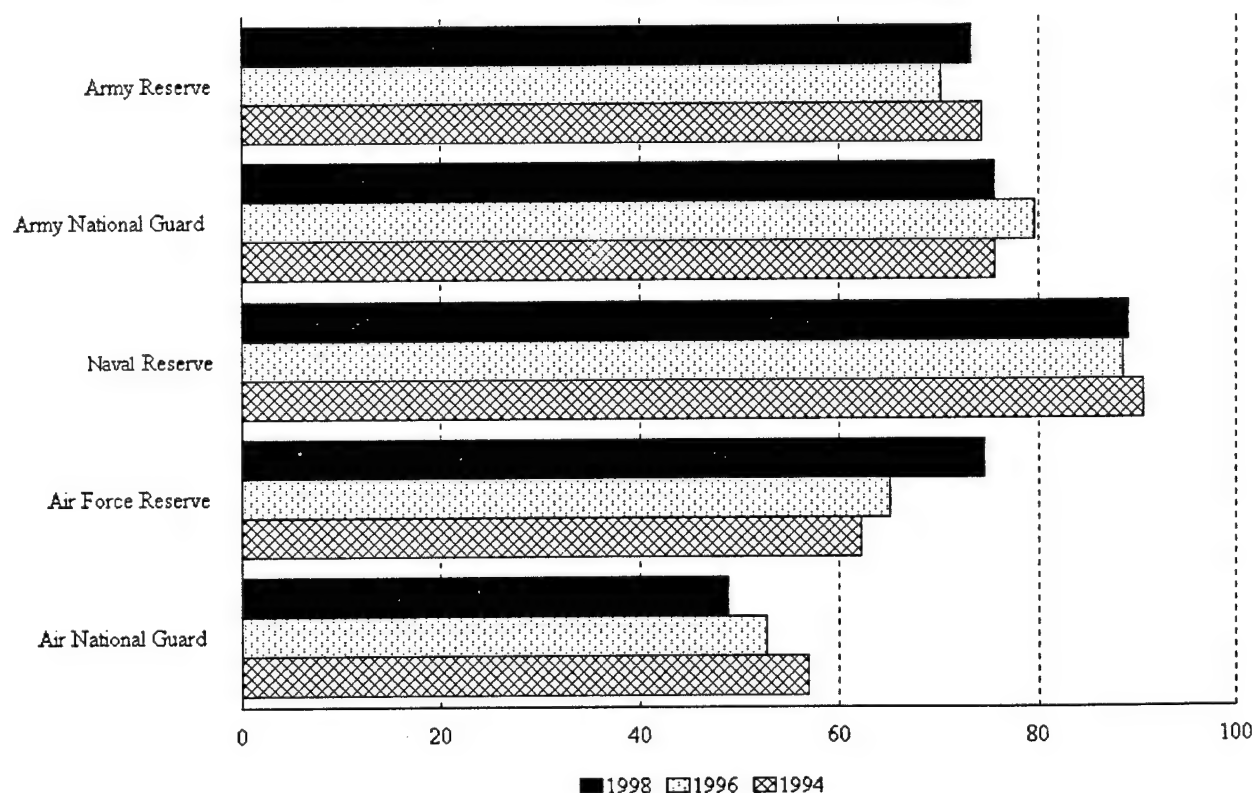
## Reserve Component

The percentage of Reserve and Guard recruiters, overall, who agreed with the "make or break" effect of their meeting recruiting goals (74.6%) was very close to the 76.3 percent among active DoD recruiters. The variation across the Reserve Component, however, was greater than was the case for the active Services. A high of 89.2 percent of Naval Reserve recruiters voiced agreement with the "make or break" impact of making goal; only 48.9 percent of Air National Guard recruiters agreed with the statement (see Figure 24.2). About three-quarters of Army Reserve, Air Force Reserve, and Army National Guard recruiters agreed.

Recruiters in the Army Reserve, Air Force Reserve, and Air National Guard changed in the distribution of their responses significantly since 1996. Among Army Reserve and Air National Guard recruiters there was an increase in the percentage who disagreed with the statement (9.3% in 1996 and 12.0% in 1998 for Army Reserve, and 23.0% in 1996 and 28.6% in 1998 for Air National Guard). Air Force Reserve recruiters, in contrast, showed a decrease in the percentage who disagreed that making goal had a "make or break" effect on their military career (18.1% in 1996 and 7.7% in 1998).

**Figure 24.2.**

***Reserve Component: Percentage Agreeing That Recruiting Success Had a "Make or Break" Effect on Military Career - Question 20c***



## ***Pressured to Continue Recruiting After Reaching Goal***

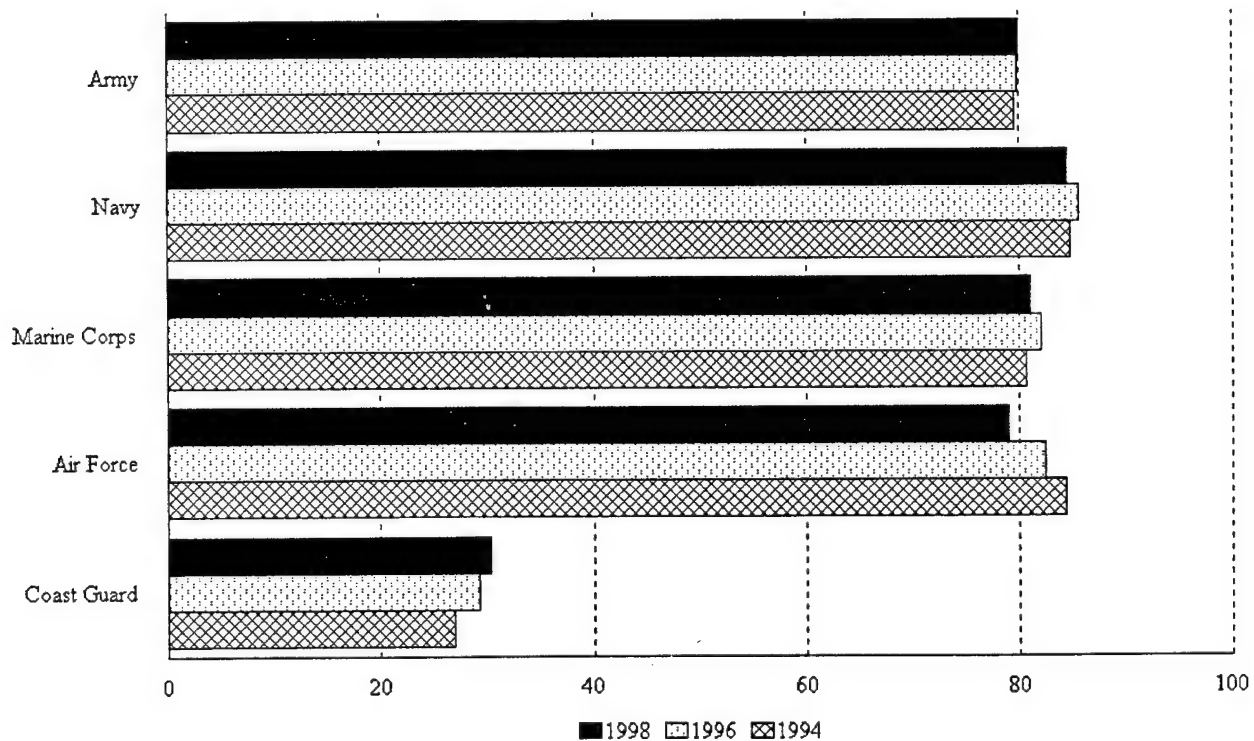
### ***Active Component***

Of all active DoD recruiters, 81.0 percent agreed that they were pressured to continue recruiting even after they reached their monthly goals (see Appendix D, Table D-25). As displayed in Figure 25.1, only Navy recruiters looked significantly different than other active DoD recruiters in this respect, with 84.5 percent agreeing that they were pressured to continue recruiting even after they reached their monthly goals. A slightly lower percentage, proportionately, of Air Force recruiters (79.0%) than of the other DoD Services voiced agreement. Once again, the picture was different for Coast Guard recruiters. Only 30.3 percent of Coast Guard recruiters perceived that pressure continued and 48.4 percent said that it did not.

Air Force and Army recruiters showed significant increases in the percentage disagreeing with the statement that they were being pressured to continue recruiting after reaching goal (6.0% in 1996 and 8.3% in 1998 for Army, and 4.9% in 1996 and 8.1% in 1998 for Air Force). In 1998, proportionately more (48.4%) Coast Guard recruiters disagreed that they were pressured to continue recruiting even after reaching monthly goals than was the case in 1996, when the percentage disagreeing was 41.7.

**Figure 25.1.**

***Active Component: Percentage Agreeing They Were Pressured to Continue Recruiting After Reaching Goal - Question 20d***



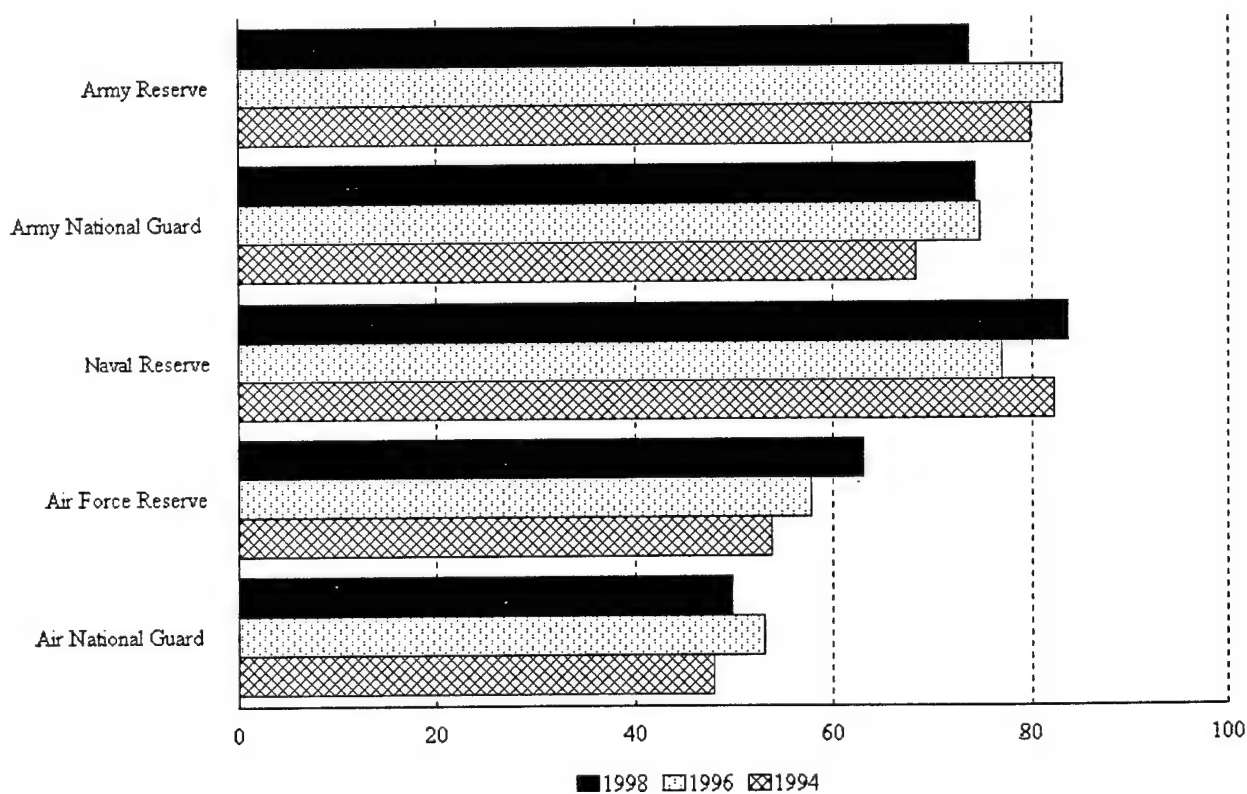
## Reserve Component

As a whole, slightly less than three-fourths (73.1%) of Reserve and Guard recruiters reported feeling pressured to continue recruiting past the point of reaching monthly goal. However, as shown in Figure 25.2, the percentage was higher among recruiters from the Naval Reserve (83.7%). It was substantially lower among Air Force Reserve (63.0%) and Air National Guard recruiters (49.8%)

Recruiters in the Army Reserve, Naval Reserve and Air National Guard varied significantly in their response distributions on this issue. A higher percentage of Army Reserve and Air National Guard recruiters agreed in 1996 that they were pressured to pursue recruits even after reaching goal than was the case in 1998 (83.2% in 1996 and 73.8% in 1998 for Army Reserve and 53.1% in 1996 and 49.8% in 1998 for Air National Guard). In contrast, a lower percentage of Naval Reserve recruiters agreed that they were pressured to pursue recruits even after reaching goal in 1996 (77.0%) than was the case in 1998 (83.7%).

**Figure 25.2.**

***Reserve Component: Percentage Agreeing They Were Pressured to Continue Recruiting After Reaching Goal - Question 20d***



## ***Punished When Fell Short of Goal***

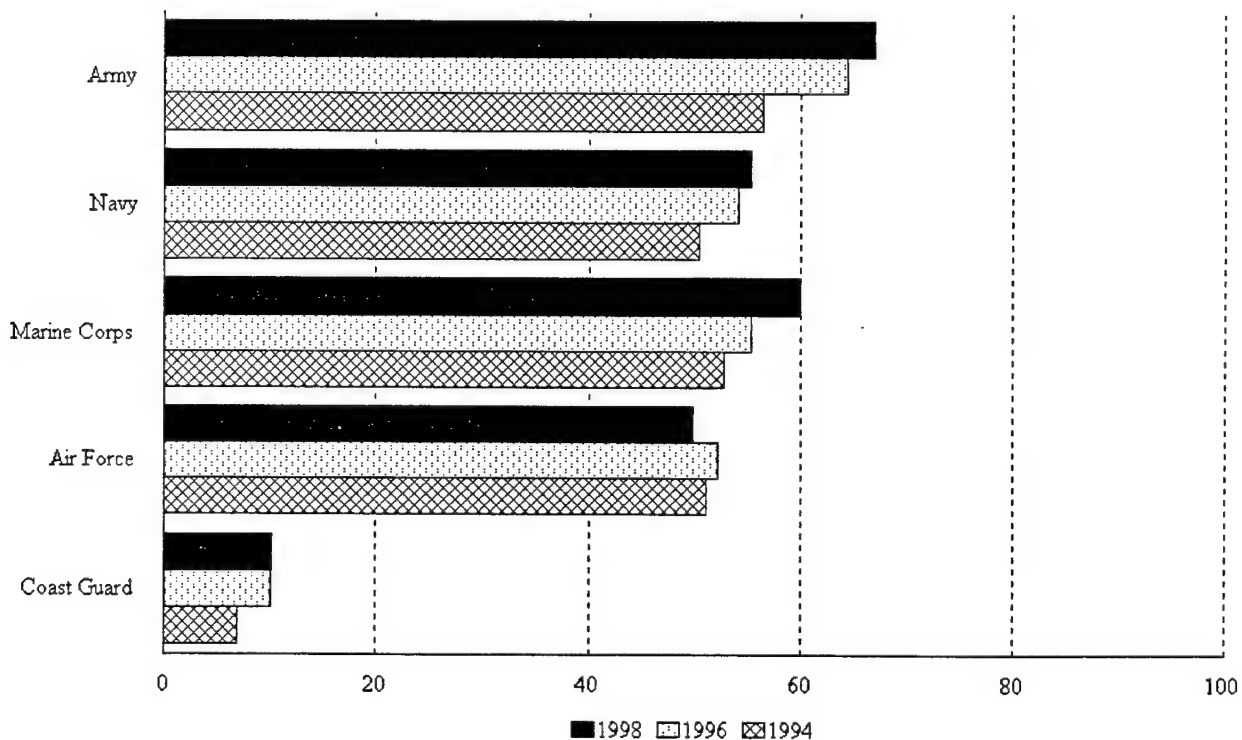
### **Active Component**

The majority (61.4%) of active DoD recruiters agreed with the statement that they were punished if they failed to make goal (see Appendix D, Table D-26). As Figure 26.1 reveals, among active DoD Services, proportionately fewer Air Force recruiters agreed that they were punished (only 49.9 percent indicated agreement with the statement). However, a full two-thirds (67.0%) of Army recruiters and 55.4 percent of Navy recruiters agreed that failure to make goal resulted in punishment. In sharp contrast with active DoD recruiters, only 10.3 percent of Coast Guard recruiters indicated that they were punished for failing to make goal.

This negative perception was held by a larger percentage of active DoD recruiters in 1998 than was the case in 1994 or 1996 (53.5% and 59.0%, respectively, compared to 61.4% in 1998). Only Navy recruiter perceptions remained largely unchanged since 1994. The same trend was true for Coast Guard recruiters, although the numbers were small (10.3% in 1998 and 7.0% in 1994). The percentage disagreeing among Coast Guard recruiters was highest in 1994 (73.2 %), fell to 55.1 percent in 1996, and came close to the 1994 high in 1990 (70.1 %).

**Figure 26.1.**

***Active Component: Percentage Agreeing They Were Punished if They Fell Short of Goal - Question 20e***



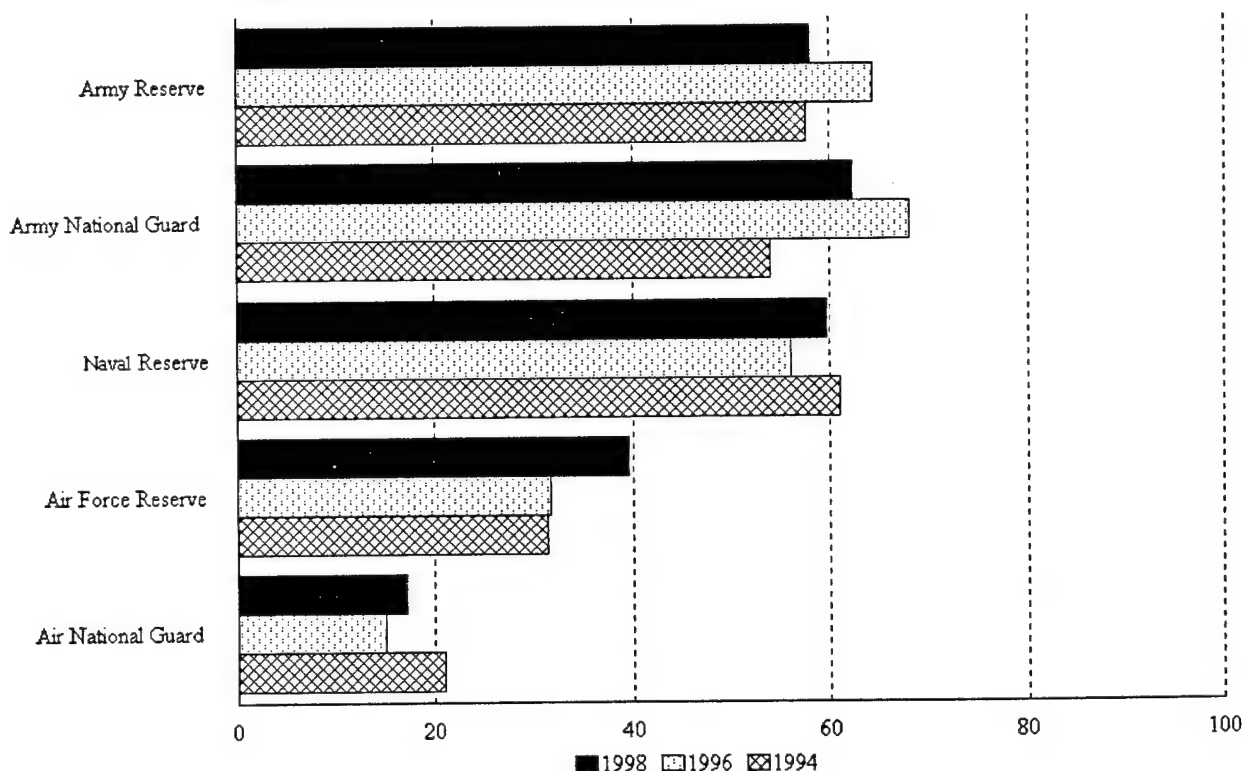
## Reserve Component

Overall, 57.0 percent of Reserve and Guard recruiters agreed that they were punished if they fell short of goal. Figure 26.2 shows that this figure was much lower among Air Force Reserve recruiters (39.6%) and even lower among recruiters in the Air National Guard (17.1%). It was significantly higher within the ranks of Army National Guard recruiters, however (62.3%). Overall, expectations of punishment for failure to reach goal dropped among Reserve and Guard recruiters since 1996 (61.1% then versus 57.0% in 1998).

Perceptions remained largely unchanged among Army Reserve, Naval Reserve, Air Force Reserve and Air National Guard recruiters since 1994. Only Army National Guard recruiter perceptions changed significantly; 53.9 percent in 1994, 68.1 percent in 1996, and 62.3 percent in 1998 reported that they were punished if they failed to make goal.

**Figure 26.2.**

***Reserve Component: Percentage Agreeing They Were Punished if They Fell Short of Goal - Question 20e***



## Improprieties

### *Perceived Frequency of Improprieties*

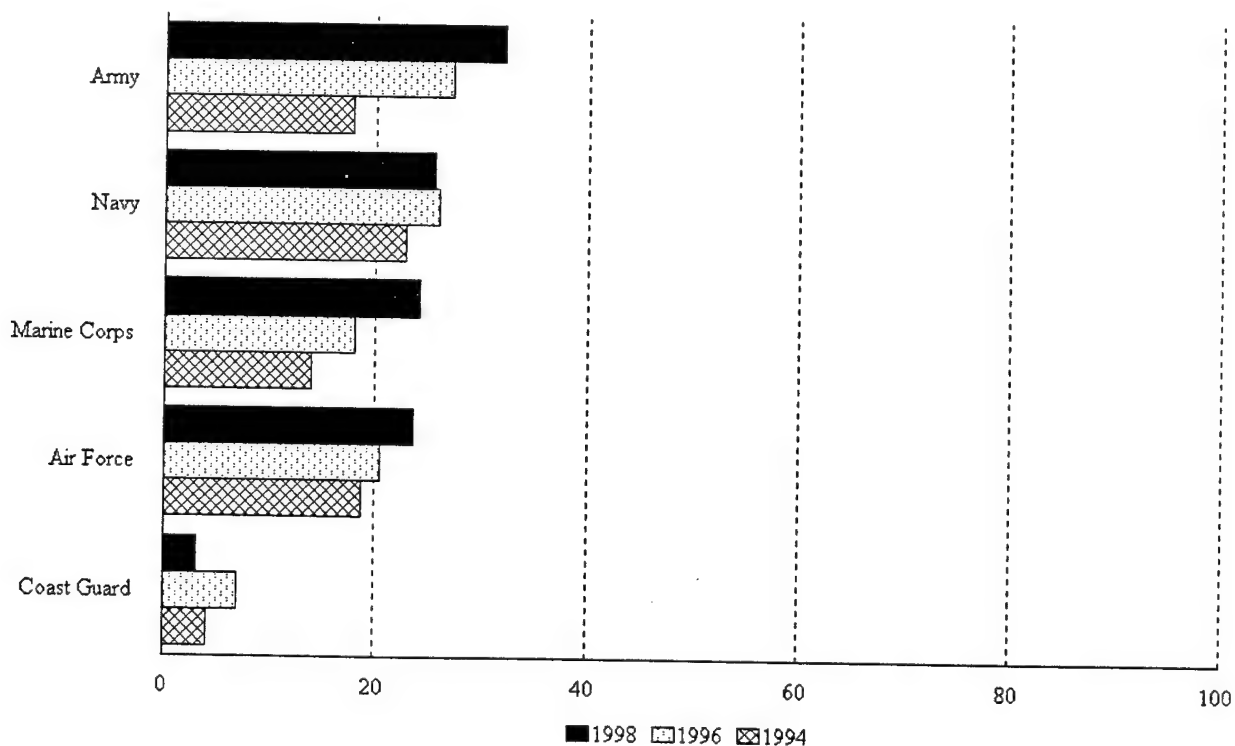
Making goal can exert considerable pressure on recruiters, at times even tempting them to bend the rules in order to achieve success. The 1998 survey, like past surveys, asked recruiters how frequently they thought recruiting improprieties occurred in their recruiting command. Figures 27.1 and 27.2 display the percentage of recruiters who thought improprieties occurred frequently.

#### **Active Component**

Among all active DoD recruiters, more than one-fourth (28.1%) perceived that improprieties occurred frequently in their command (see Appendix D, Table D-27). Another 30.6 percent thought that improprieties took place occasionally. Only 14.7 percent thought that bending the rules to make goal never happened in their commands. Figure 27.1 shows that of the separate Services, proportionally the most Army recruiters (32.2%) reported the frequent occurrence of improprieties. In contrast, the Air Force (23.6%) had proportionally the fewest recruiters report the frequent occurrence of improprieties. The perceived frequency of improprieties was also very low among Coast Guard recruiters. Only 3.1 percent thought improprieties occurred frequently and almost half (49.6%) thought they never happened.

**Figure 27.1.**

***Active Component: Percentage Thinking That Recruiter Improprieties Occurred "Frequently" - Question 27***





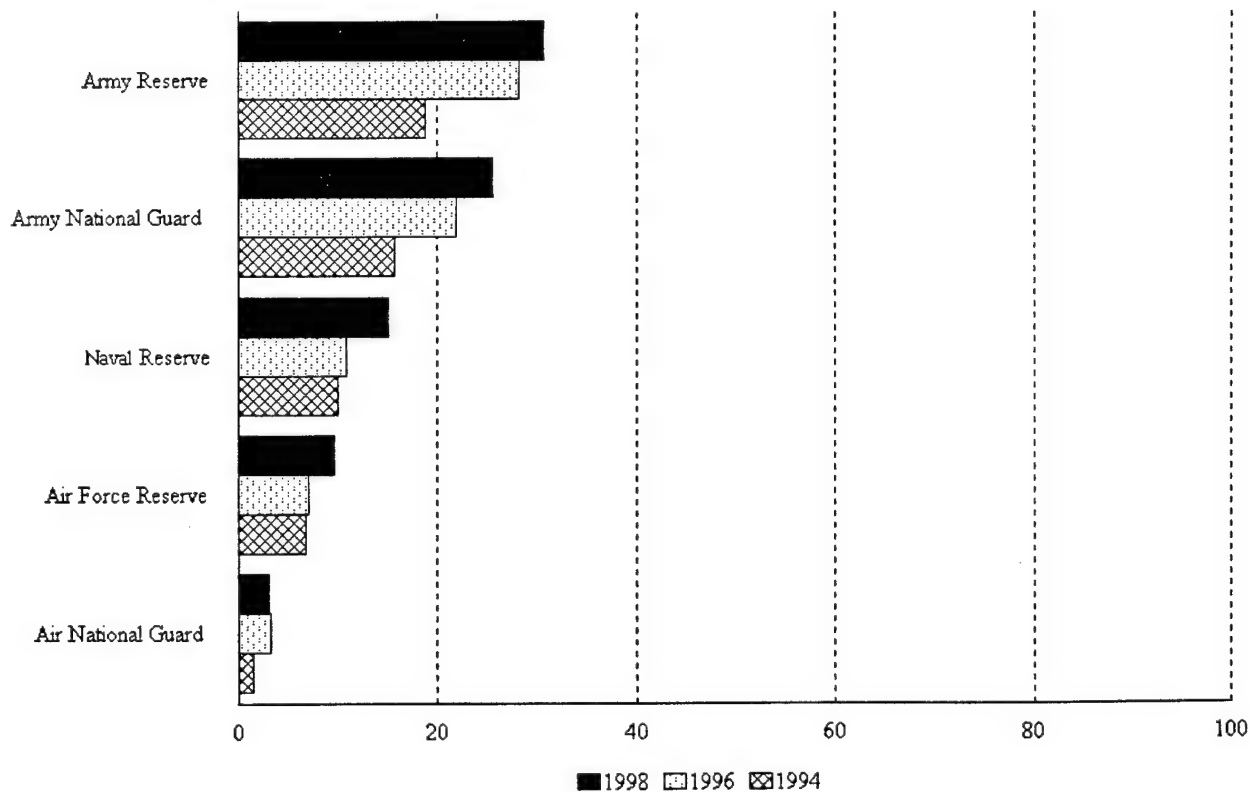
The percentage of active DoD recruiters who perceived that improprieties in their commands occurred frequently increased in each of the last two surveys (18.8% in 1994, 24.4% in 1996, and 28.1% in 1998). On the other end of the spectrum, the percentage that thought improprieties never occurred was 15.7 in 1994, declined to 12.2 in 1996 and increased to 14.7 in 1998. The sharpest increase of recruiters thinking improprieties never occurred was among Navy and Marine Corps recruiters. The percentage of Navy recruiters believing improprieties never occurred increased from 12.8 in 1996 to 17.2 in 1998 while the percentage of Marine Corps recruiters increased from 16.1 in 1996 to 20.2 in 1998. The percentage of Coast Guard recruiters who judged that such improprieties never occur increased significantly since 1996 and was the highest of the ten Services and Components.

### **Reserve Component**

In general, proportionately fewer Reserve and Guard respondents thought that recruiters in their commands were bending the rules to make goal than did their active counterparts. Less than one-fourth (23.6%) thought that improprieties occurred frequently, and 13.3 percent thought they never occurred. As indicated in Figure 27.2, the percentage perceiving frequent violations was (9.7%) in the Air Force Reserve and smaller still among the Air National Guard (3.0%). Additionally, the percentage that thought improprieties never take place was dramatically higher among Air National Guard recruiters than for any other Component (46.0%).

**Figure 27.2.**

**Reserve Component: Percentage Thinking That Recruiter Improprieties Occurred "Frequently" - Question 27**



As with active DoD recruiters, the percentage of Reserve and Guard recruiters who perceived that improprieties occurred frequently increased from 20.4 in 1996 to 23.6 in 1998. Only the Air National Guard reported a small, though significant, decline in the perception that improprieties occurred frequently (3.2% in 1996 and 3.0% in 1998).

### **Sexual Misconduct**

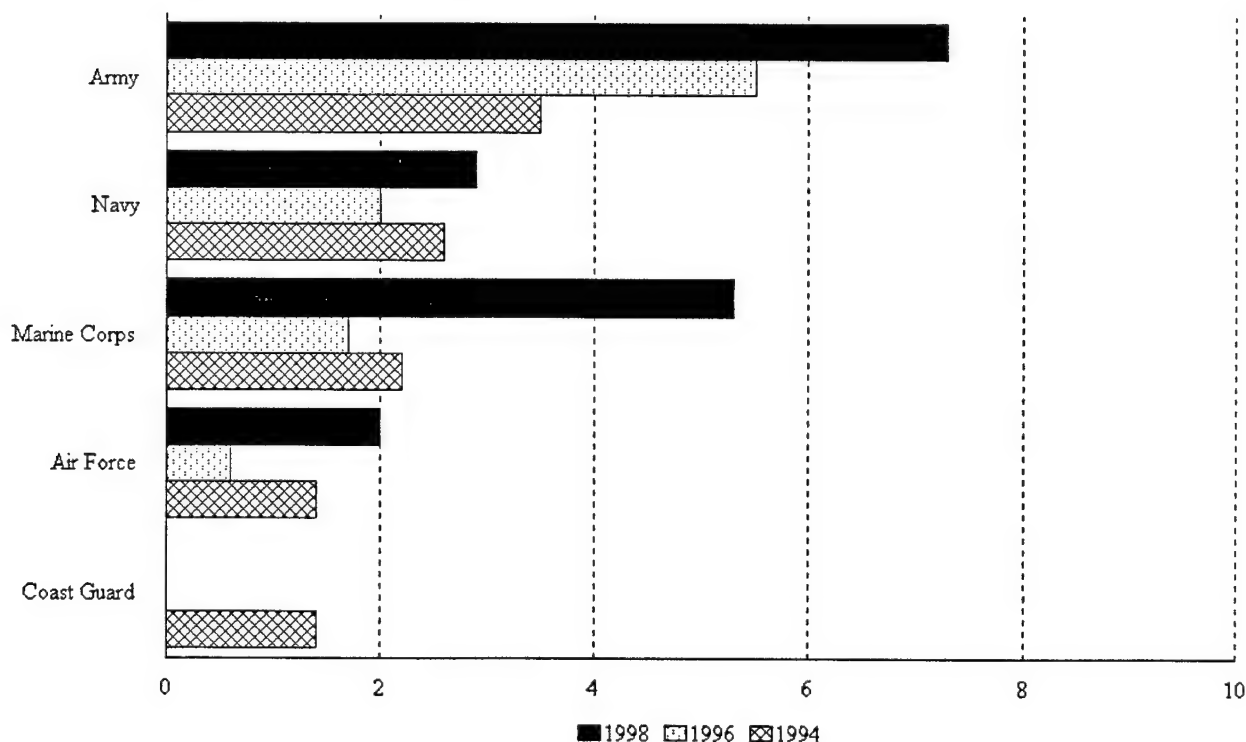
The 1998 DoD Recruiter Survey also asked how frequently recruiters thought sexual misconduct between recruiters and applicants occurred in their recruiting command. Figures 28.1 and 28.2 show the percentage of recruiters who thought sexual misconduct occurred frequently.

#### **Active Component**

Only 5.4 percent of active DoD recruiters, in the aggregate, thought sexual misconduct happened frequently in their command (see Appendix D, Table D-28). The perception that sexual misconduct happened frequently was most prevalent among Army recruiters (7.3%) and least prevalent among Air Force recruiters (2.0%). More than one-third (36.0%) of all active DoD recruiters perceived that sexual misconduct never occurred. Proportionately, Navy and

**Figure 28.1.**

**Active Component: Percentage Thinking That Sexual Misconduct Occurred "Frequently"**  
- Question 28



Marine Corps recruiters most frequently agreed that sexual misconduct never took place (44.0% for each). Among Coast Guard recruiters, 0.0 percent thought that sexual misconduct occurred frequently and over three-fourths (76.4%) thought such misbehavior never took place.

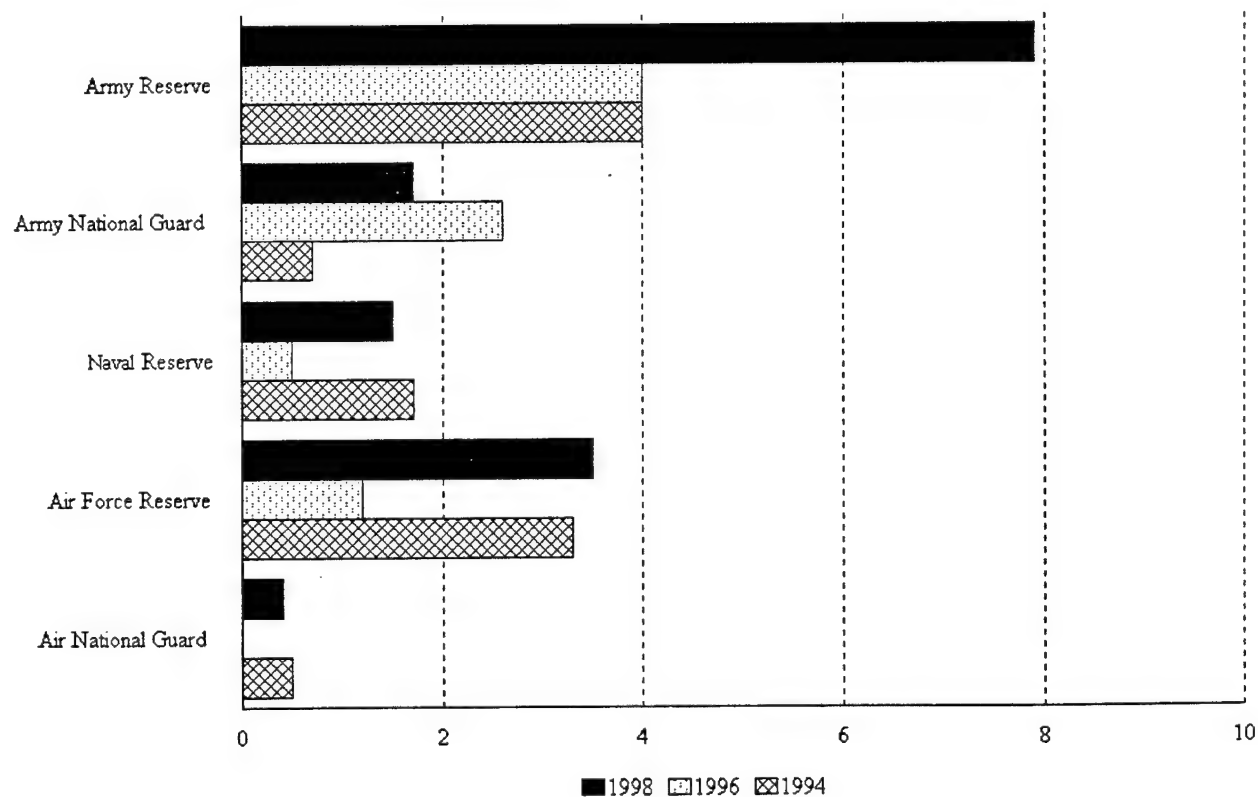
The view on the prevalence of sexual misconduct among active DoD recruiters, overall, increased significantly since 1996, when 3.4 percent perceived that sexual misconduct between recruiters and recruits took place frequently in their command. The higher perception of sexual misconduct among Army recruiters, however, did not change significantly. Among Coast Guard recruiters, there was no change from 1996 to 1998 when 0.0 percent of recruiters thought sexual misconduct occurred frequently. Those thinking sexual misconduct never happened rose dramatically from 1994 to 1996 (from 60.3% to 74.7%), but this percentage remained virtually unchanged in the 1998 survey.

### **Reserve Component**

The response pattern for Reserve and Guard recruiters, overall, was quite similar to that for active DoD recruiters. However, only 3.3 percent perceived that sexual misconduct occurred frequently in their command and 40.2 percent thought that it never occurred. Figure 28.2 shows that the Army Reserve had proportionally the most recruiters reporting that such behavior was

**Figure 28.2.**

***Reserve Component: Percentage Thinking That Sexual Misconduct Occurred "Frequently" - Question 28***



frequent (7.9%). Virtually no Air National Guard recruiters perceived that sexual misconduct was a frequent event (0.4%) and a full three-fourths (75.7%) thought that it never happened.

Although a very small percentage (3.3%) of Reserve and Guard recruiters thought that sexual misconduct took place frequently, this percentage was a slight increase (but not significant) from the level reported in 1996 (2.4%). The Army Reserve showed the largest increase; the percentage thinking sexual misconduct occurred frequently rose from 4.0% to 7.9%. In the Army National Guard, the percentage perceiving frequent sexual misconduct declined (from 2.6% in 1996 to 1.7% in 1998). Among Air Force Reserve and Naval Reserve recruiters, the percentage who thought sexual misconduct never happened rose significantly (from 32.6% in 1996 to 45.5% in 1998 for Air Force Reserve and from 45.8% in 1996 to 54.8% in 1998 for Naval Reserve).

### ***Difficulty Recruiting Females Since Media Coverage of Military Sex Scandals***

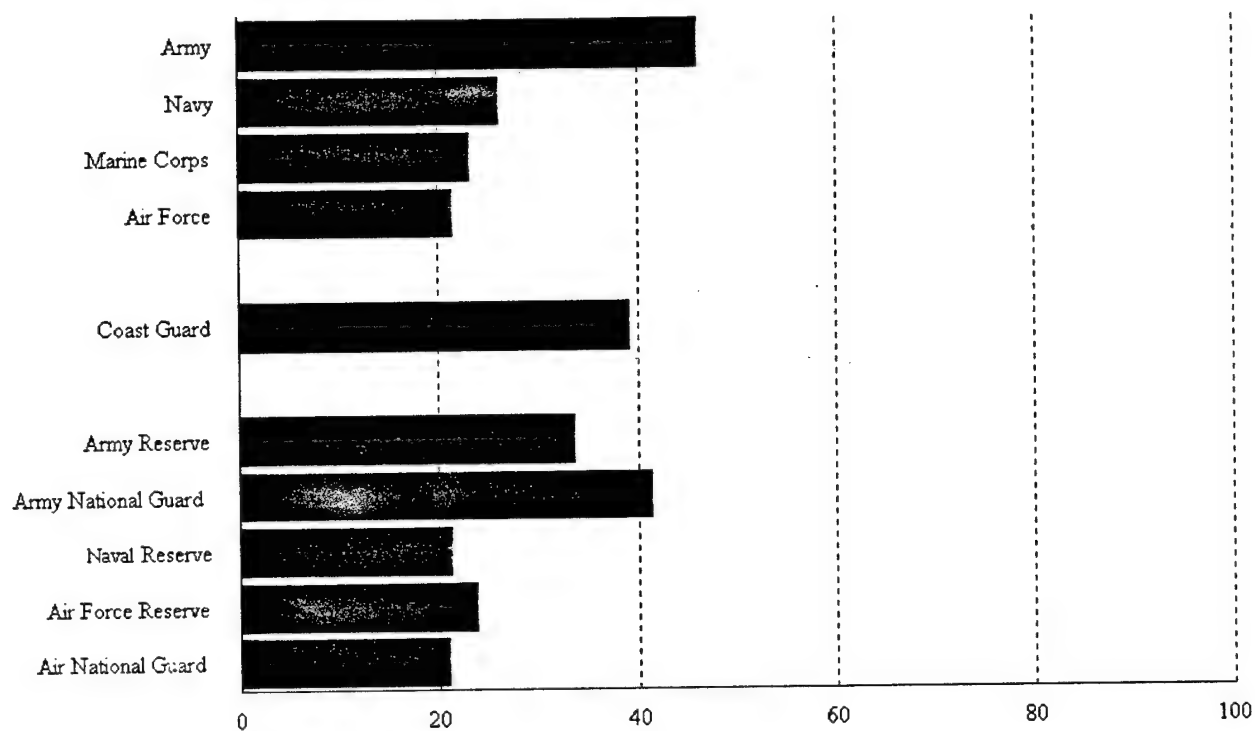
Other recruiter sexual misconduct and the scandals that arose from the media coverage of this sexual misconduct had the potential to affect a recruiter's ability to recruit females into the military. The *1998 DoD Recruiter Survey* asked recruiters whether they agreed with the statement that it became more difficult to recruit females into the military since the media coverage of military sex scandals at the end of 1996. Figure 29 reveals the percentage of recruiters who agreed that recruiting females had become more difficult.

#### ***Active Component***

A little over one-third (34.3%) of active DoD recruiters agreed with the statement that recruiting females had become more difficult since the media coverage of military sex scandals at the end of 1996 (see Appendix D, Table D-29). However, a little less than half (45.2%) disagreed with the statement. Army recruiters were significantly different in their responses than other active recruiters. While only about one-fourth of recruiters in the Navy, Marine Corps and Air Force agreed with the statement (26.1%, 23.1%, and 21.4%, respectively), almost one-half (46.0%) of Army recruiters agreed. Interestingly, 39.2 percent of Coast Guard recruiters agreed that it was more difficult to recruit females while only 26.4 percent disagreed.

**Figure 29.**

***Percentage Agreeing That Recruiting Females Became More Difficult Since Media Coverage of Military Sex Scandals 2 Years Ago - Question 26h***



### ***Reserve Component***

The response pattern for Reserve and Guard recruiters, overall, was quite similar to active DoD recruiters. Approximately one-third (35.3%) agreed that it was more difficult to recruit females due to media coverage of military sex scandals in the 2 previous years (see Appendix D, Table D-29). There was considerable range in responses among the Components. Figure 29 reveals that, proportionally, Army National Guard recruiters reported the highest level of agreement (41.4%), while, at the other extreme, only one-fifth (20.9%) of Air National Guard recruiters agreed with the statement.

## Out-of-Pocket Expenses

Three of the 1998 survey items inquired about recruiter out-of-pocket expenses for personal and job-related duties that were not reimbursed. These costs included annual medical and dental care expenses for the recruiter and his or her dependents, monthly expenditures for duty-related expenses, and monthly housing costs, including utilities, above the Basic Allowance for Housing (BAH). One new item in the 1998 survey asked about the amount that recruiters spent monthly on parking their privately owned vehicle (POV) for work purposes. Expenses were reported as median dollar amounts unadjusted for inflation. The 1998 survey also asked how the amount paid for medical expenses and the amount of paperwork required to get reimbursed for recruiting expenses changed since 1996 or when they began recruiting duty.

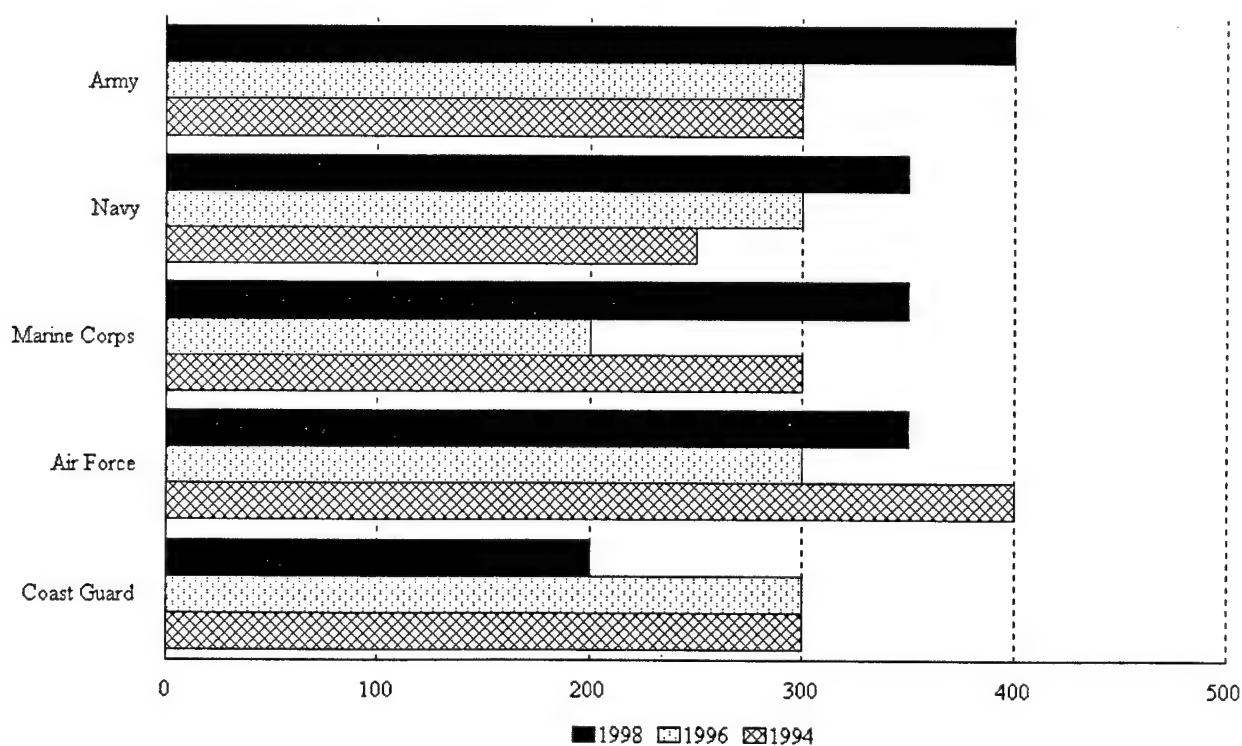
### *Annual Medical and Dental Expenses Not Reimbursed*

#### **Active Component**

Figure 30.1 shows the median dollars that recruiters reported spending on medical and dental care in the previous 12 months that was not reimbursed (see also Appendix D, Table D-30). The median number of dollars reported by all active DoD recruiters in 1998 was \$400.00. This median amount increased by \$125.00 between 1996 and 1998. The median expense reported by Coast Guard recruiters was \$200.00, which was a decrease of \$100.00 since 1996.

**Figure 30.1.**

*Active Component: Median Dollars Not Reimbursed for Medical/Dental Care - Question 44*



Among active recruiters in 1998, those in the Army registered the highest median expenses (\$400), while the Navy, Marine Corps, and Air Force reported \$350. Recruiters in the Marine Corps experienced a substantial increase, from \$200 in 1996 to \$350 in 1998.

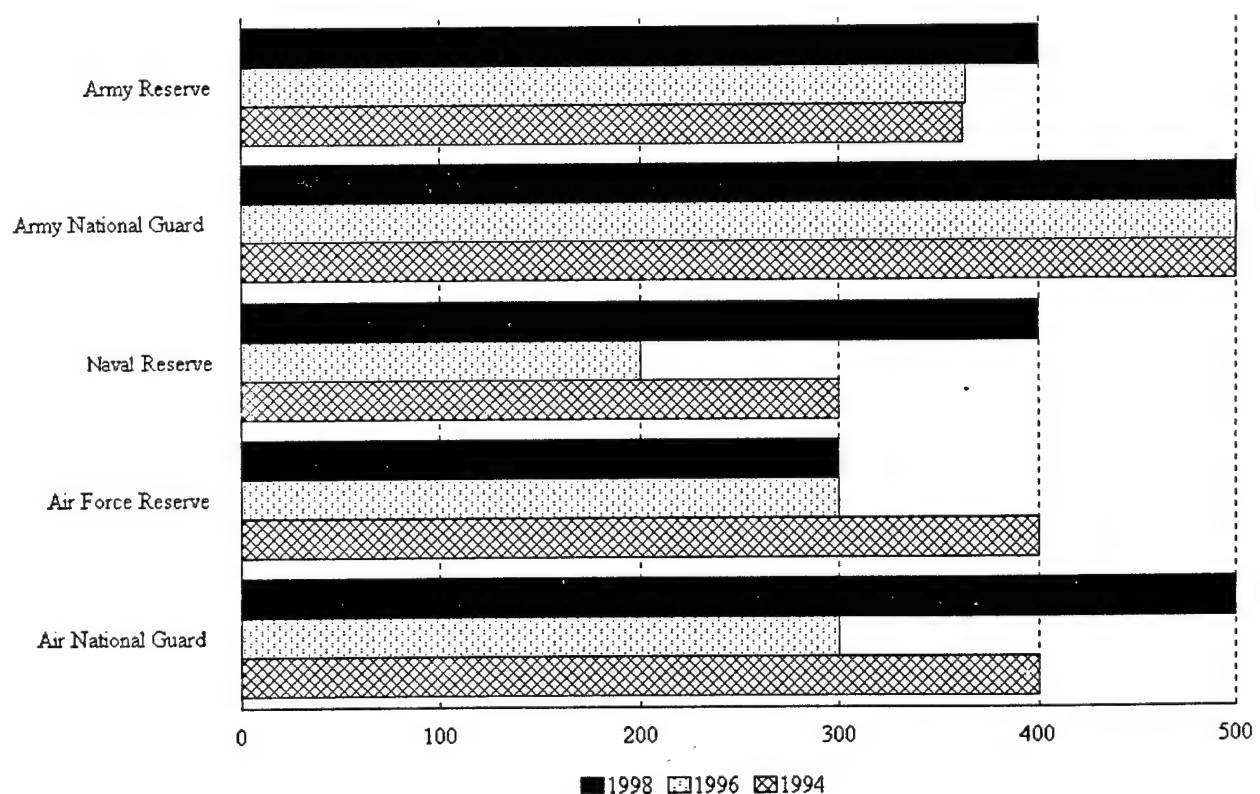
### **Reserve Component**

The Reserve Component median expenses for medical and dental services over the previous 12 months that were not reimbursed were \$500. Figure 30.2 shows that the Army National Guard and Air National Guard reported the highest median expenses (\$500) and that the Air Force Reserve registered the lowest (\$300). Recruiters in the Army Reserve and Naval Reserve reported median out-of-pocket expenditures of \$400.

Overall, median annual out-of-pocket expenditures for medical and dental services increased by \$100 from 1996. Among individual Components, however, Naval Reserve and Air National Guard recruiters experienced a dramatic increase of \$200 in median expenses that were not reimbursed, from \$200 to \$400 for Naval Reserve recruiters and \$300 to \$500 for Air National Guard recruiters. Army Reserve recruiters also reported an increase if median expenses not reimbursed. Army National Guard and Air Force Reserve remained unchanged since 1996.

**Figure 30.2.**

***Reserve Component: Median Dollars Not Reimbursed for Medical/Dental Care - Question 44***



## Monthly Official Duty Expenses Not Reimbursed

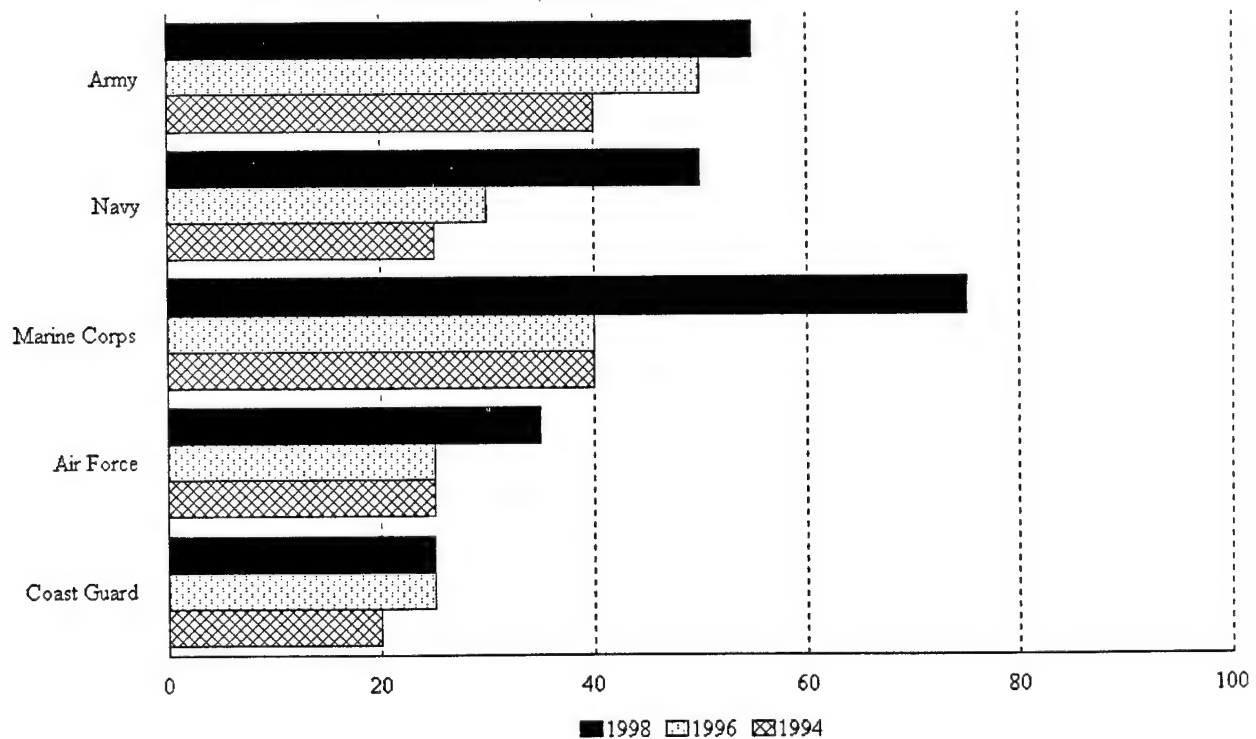
### Active Component

Figure 31.1 shows the median dollars spent each month in performance of official duties that were not reimbursed. The median amount spent by all active DoD recruiters was \$50 (see Appendix D, Table D-30). Those in the Marine Corps reported, proportionally, the highest median monthly expenses (\$75) and those in the Air Force, the lowest (\$35). Expenditures among Coast Guard recruiters were \$25.

For active DoD recruiters, overall, median expenses for official duties that were not reimbursed rose from \$40 to \$50 between 1996 and 1998. Among the individual Services, all had increased out-of-pocket costs. Marine Corps recruiters reported the highest increase in median out-of-pocket costs of \$35 between 1996 and 1998 (\$40 in 1996 and \$75 in 1998). Among the active DoD Services, Army recruiters reported the smallest increase of \$5 between 1996 and 1998. Coast Guard recruiter median out-of-pocket costs remained the same since 1996.

**Figure 31.1.**

**Active Component: Median Dollars Not Reimbursed for Official Duties - Question 45**





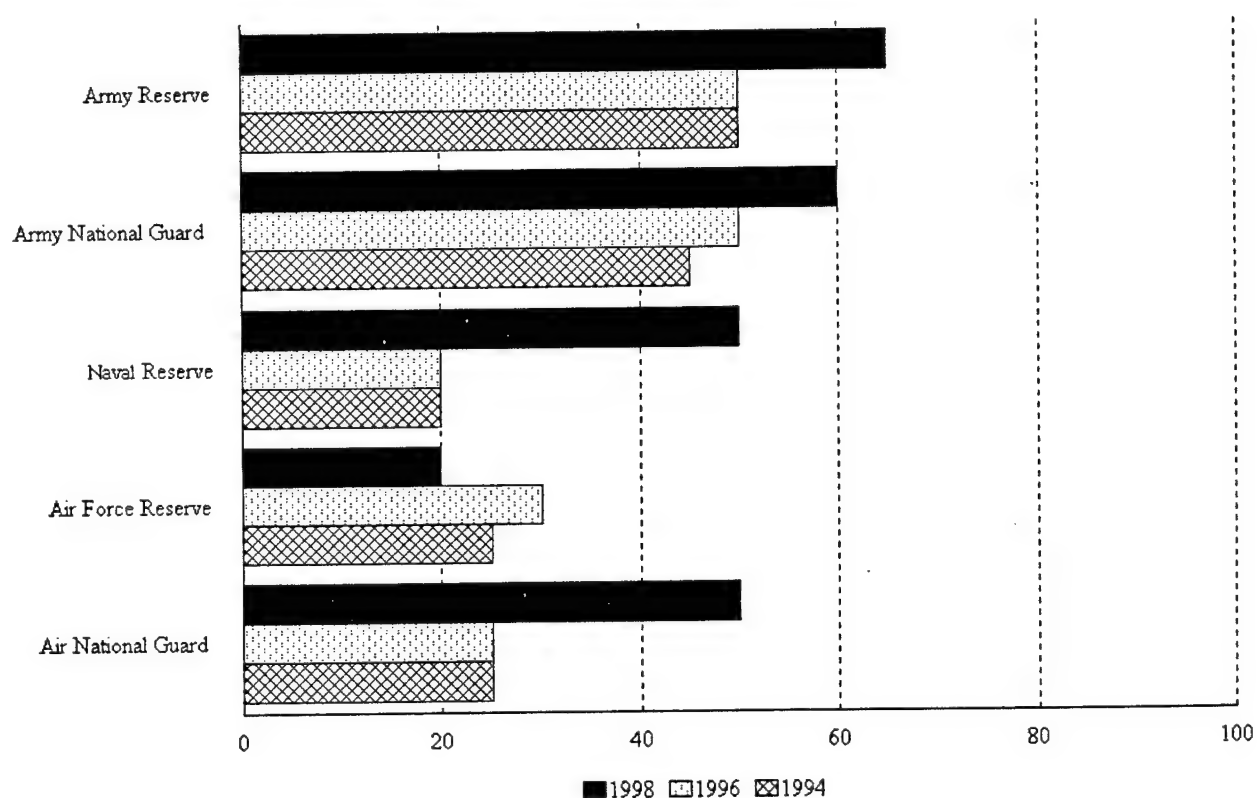
## Reserve Component

The median number of dollars spent on official duties by Reserve and Guard recruiters that was not reimbursed was \$50 (see Appendix D, Table D-30). This amount was \$10 above that reported by recruiters responding to the 1996 survey. As revealed in Figure 31.2, Army Reserve recruiters claimed, proportionally, the highest median monthly expenses (\$65), and Air Force Reserve recruiters reported the lowest amount of expenses that were not reimbursed (\$20).

Only Air Force Reserve recruiters experienced a decrease in the median amount of duty-related expenses not reimbursed since 1996 (\$10). Recruiters in all other Components experienced increases in the median amount of out-of-pocket costs for duty-related expenses since 1996. These increases ranged from a low of \$10 for Army National Guard recruiters to a high of \$30 for Naval Reserve recruiters.

**Figure 31.2.**

***Reserve Component: Median Dollars Not Reimbursed for Official Duties - Question 45***



## Monthly Expenditures on Housing Above BAH

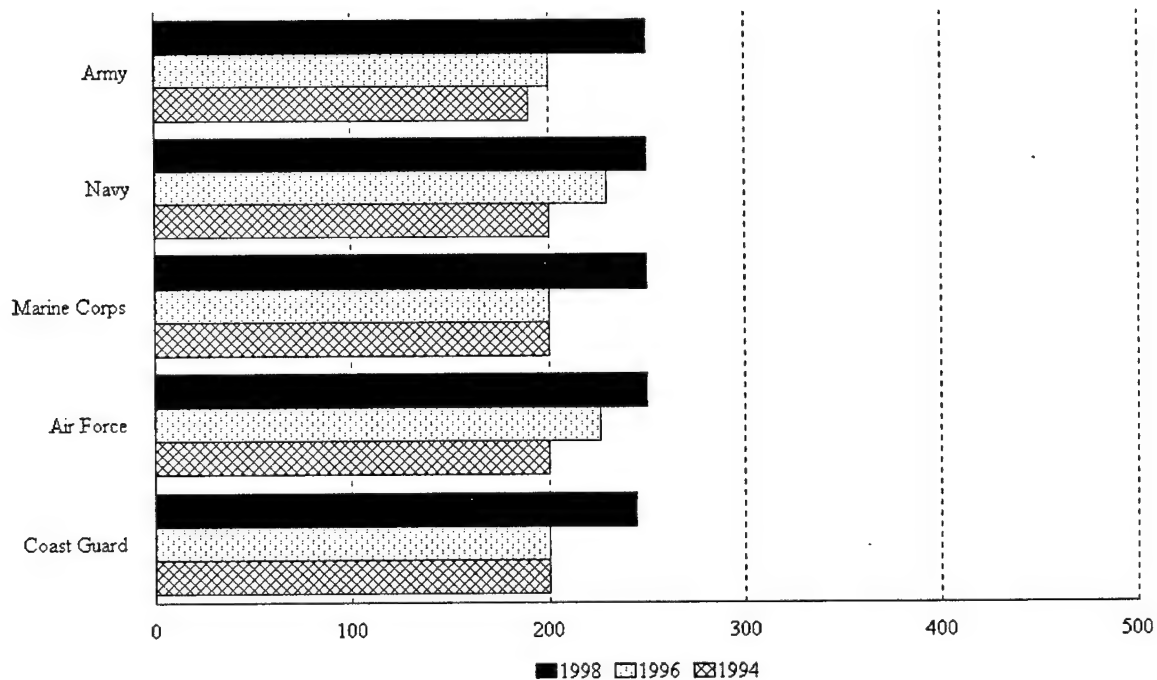
### Active Component

Figure 32.1 displays the median number of dollars spent monthly on housing and utilities above the Basic Allowance for Housing (BAH). That amount for all active DoD recruiters was \$250 (see Appendix D, Table 30). This median amount was consistent among the individual Services. Coast Guard recruiters reported a slightly lower amount of \$245.

Housing expenses above the BAH among all active DoD recruiters increased by \$50 between the 1996 and 1998 surveys. The greatest increase from the 1996 survey, \$50, was in the Army and Marine Corps. Navy recruiters reported the smallest increase, \$20. Expenses for Coast Guard recruiters increased by \$45.

**Figure 32.1.**

*Active Component: Median Dollars Spent Above BAH on Housing Costs - Question 46*



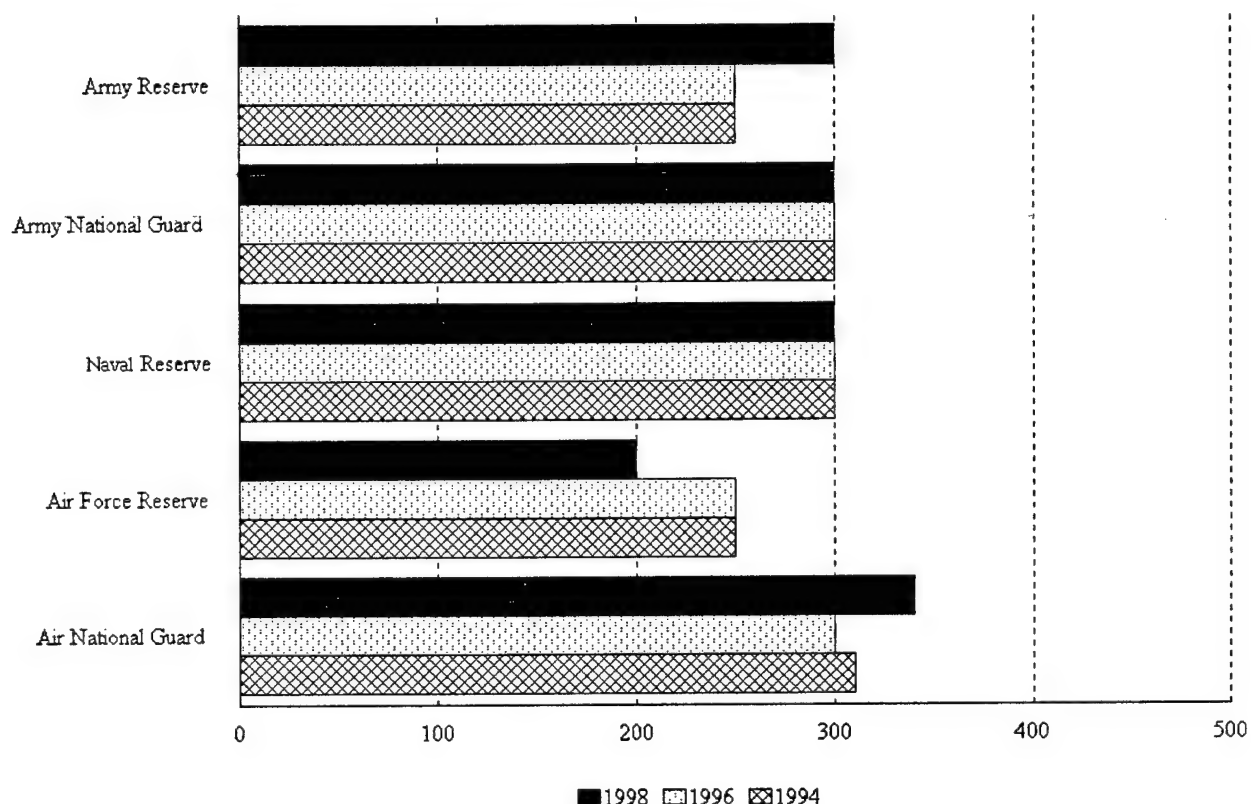
### Reserve Component

The median housing expenses for Reserve and Guard recruiters above the BAH was \$300. Figure 32.2 shows that the Air National Guard reported the highest monthly expenses (\$340 as a median), while the Air Force Reserve reported the lowest monthly expenses (\$200 as a median). The Army Reserve, Army National Guard, and Naval Reserve each reported a median of \$300 spent above BAH. The median monthly out-of-pocket expenses for housing did

not change for Reserve Component recruiters as a whole from 1996. However, Army Reserve recruiters and Air National Guard recruiters experienced increases in the median monthly out-of-pocket expenses for housing from 1996 (\$50 for Army Reserve and \$40 for Air National Guard recruiters). Air Force Reserve recruiters experienced a decrease of \$50 from 1996.

**Figure 32.2.**

***Reserve Component: Median Dollars Spent Above BAH on Housing Costs - Question 46***



### ***Amount of Paperwork Required for Reimbursement of Recruiting Expenses***

#### ***Active Component***

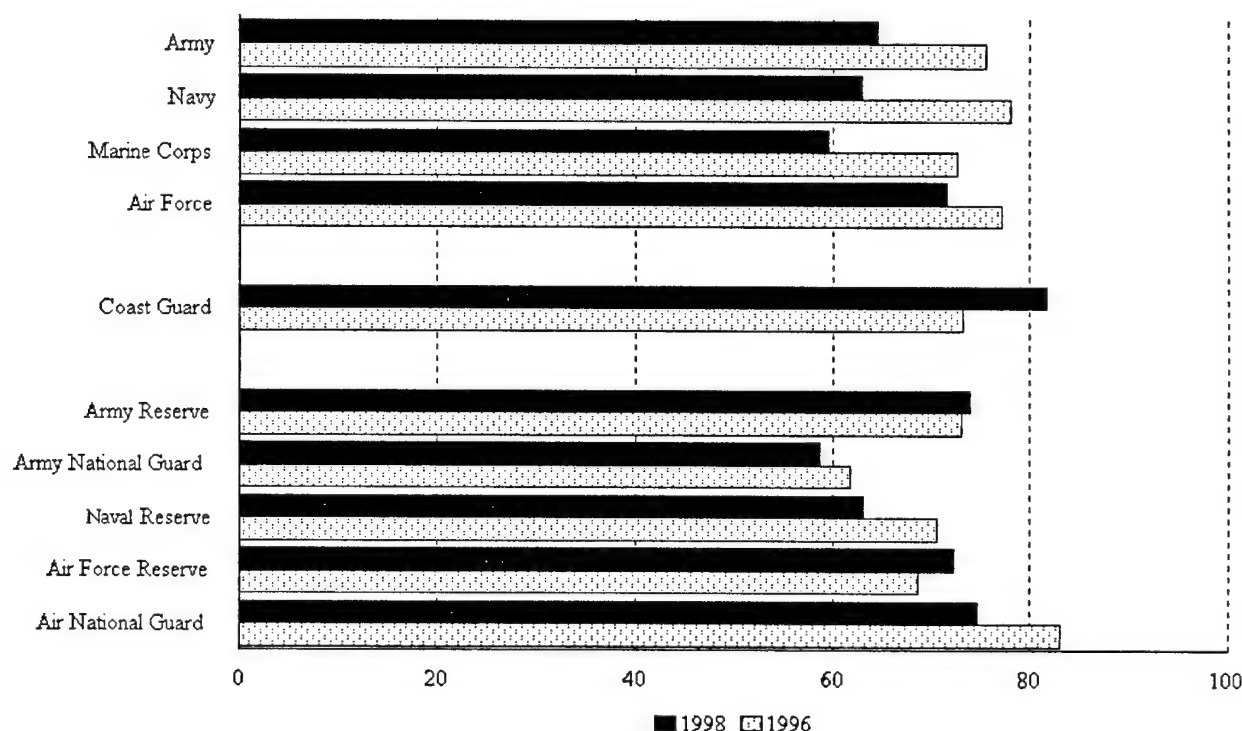
One multi-part question in both the 1998 and 1996 survey covered changes in recruiters' work in the previous 2 years or since they began recruiting duty. One item inquired about the amount of paperwork required to be reimbursed for recruiting expenses, and another asked about the amount of money that recruiters had to pay for medical expenses.

Slightly less than two-thirds (63.9%) of all active DoD recruiters indicated that the amount of paperwork required to get reimbursed for recruiting expenses was the same as 2 years before or when they began recruiting (see Appendix D, Table D-31). One-third (33.2%) reported that a greater amount of paperwork was required. Only 2.9 percent indicated that less paperwork was required for reimbursement of expenses. The Army and Marine Corps had, proportionally,

the fewest recruiters report that less paperwork was required (2.6% for each), while Air Force had the most recruiters report that less was required (4.1%). In addition, Air Force recruiters were the least frequent to respond that a greater amount of paperwork was necessary to get reimbursed (24.3%). Figure 33 displays the percentage of recruiters who reported the same amount of paperwork as compared to 1996.

The view of Coast Guard recruiters was statistically different from that of all active DoD recruiters in that 81.7 percent of respondents indicated that the amount of paperwork required to get reimbursed for recruiting expenses was the same as in 1996 or when the recruiters began.

**Figure 33.**  
*Percentage Reporting Same Amount of Paperwork to Be Reimbursed for Recruiting Expenses - Question 61i*



A trend toward an increasing amount of paperwork being required to be reimbursed, as perceived by active DoD recruiters, could be seen when comparing the responses of the 1996 and 1998 surveys. In 1996, only one-fifth (20.1%) of active DoD recruiters indicated that there was a greater amount of paperwork required to get reimbursed, while in 1998 this percentage increased to one-third (33.2%). A somewhat different distribution for Coast Guard recruiters was revealed when compared to 1996 results. More Coast Guard recruiters reported in 1998 that the amount of paperwork remained the same as compared to the previous survey (81.7% in the 1998 survey and 73.2% in the 1996 survey).

## ***Reserve Component***

Among Reserve and Guard recruiters, a little less than two-thirds (64.7%) indicated that the amount of paperwork required to get reimbursed for recruiting expenses was the same as in 1996 or when they began recruiting duties. Approximately the same percentage of Reserve and Guard recruiters (33.1%) as active DoD recruiters (33.2%) reported that more paperwork was required. The Army National Guard, at 39.3 percent, was proportionally the most frequent to report completing a greater amount of paperwork to be reimbursed. The Air National Guard, at 23.1 percent, was the least frequent. Only 2.3 percent of Reserve and Guard recruiters indicated that less paperwork was required for reimbursement of expenses.

In the 1996 survey, a slightly higher percentage of Reserve and Guard recruiters indicated that the amount of paperwork required to be reimbursed since 1994 remained the same (67.4% compared to 64.7% in 1998). Only Army National Guard and Air Force Reserve recruiters showed no significant difference between the 1998 and 1996 surveys in amount of paperwork necessary for reimbursement.

## ***Amount of Money Recruiters Had to Pay for Medical Expenses***

### ***Active Component***

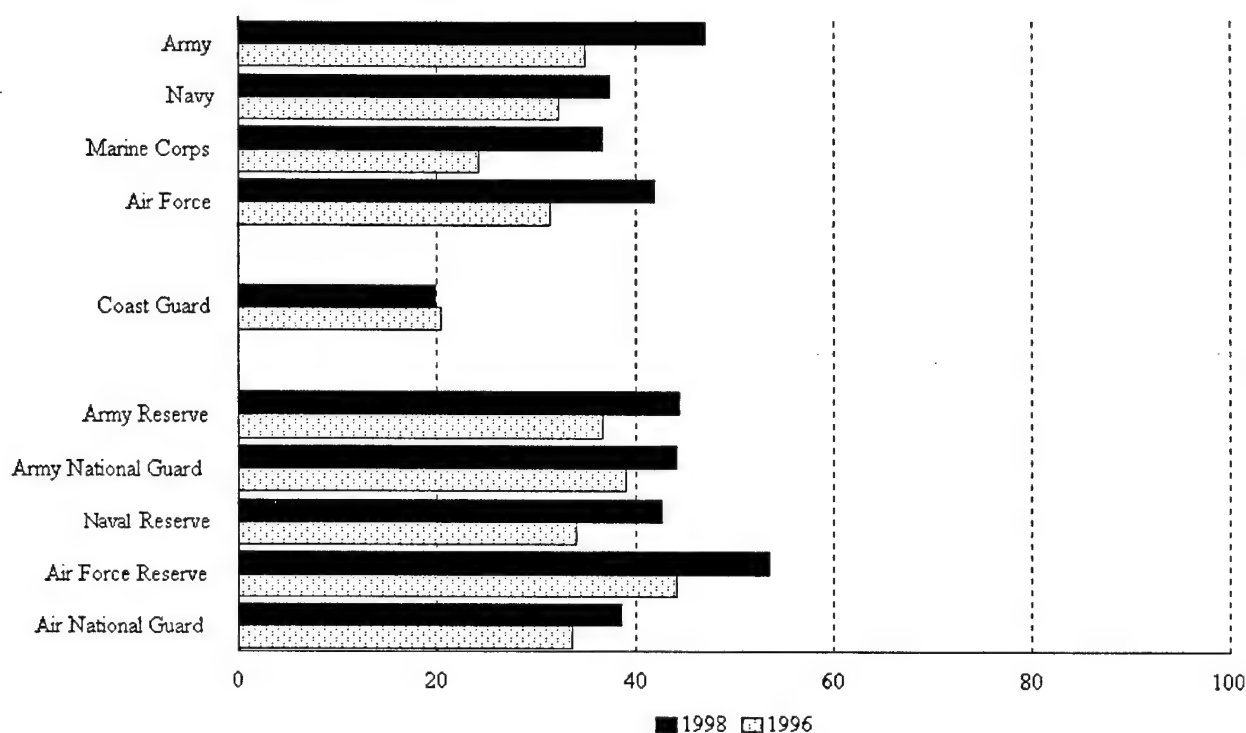
Over half (51.5%) of active DoD recruiters indicated that the amount of money they had to pay for medical expenses was the same as in 1996 or since they began recruiting (see Appendix D, Table D-32). Responses ranged from a high of 58.6 percent for the Marine Corps to a low of 45.8 percent for the Army. The percentage of active DoD recruiters, as a whole, who reported spending a greater amount than in 1996 measured 42.3% and those who reported spending less measured 6.2%. Figure 34 shows Army recruiters reported greater medical expenses (47.1%) most frequently.

The expenditure picture looked significantly rosier for Coast Guard recruiters. More than three-fourths (77.8%) in the 1998 survey reported spending the same as earlier, while 19.8 percent reported spending more for medical expenses than in 1996; and 2.4 percent said they spent less. In comparison with results from the 1996 survey, there appeared to be an overall trend of increasing percentages of active DoD recruiters who reported spending more for medical expenses than during the previous 2-year period (42.3% in 1998 and 31.7% in 1996).

### ***Reserve Component***

Slightly less than half (48.5%) of Reserve and Guard recruiters surveyed in 1998 indicated that the amount of money they had to pay for medical expenses was the same as in 1996 or since they began recruiting (see Appendix D, Table D-32). A slightly higher percentage of Reserve and Guard recruiters than of active DoD recruiters reported spending more in 1998 than earlier (44.2% versus 42.3%). As can be seen in Figure 34, the percentage of recruiters reporting greater medical expenses ranged from a high of 53.6 in the Air Force Reserve to a low of 38.6 in the Air National Guard.

**Figure 34.**  
**Percentage Reporting Greater Amount of Money Recruiters Paid for Medical Expenses**  
**- Question 61j**



Similar to active DoD recruiters, proportionally more Reserve and Guard recruiters indicated that they had greater medical expenses in the 1998 survey than in the 1996 survey. In 1996, 37.6 percent of Reserve Component recruiters reported greater medical expenses, while in 1998, this percentage rose to 44.2.

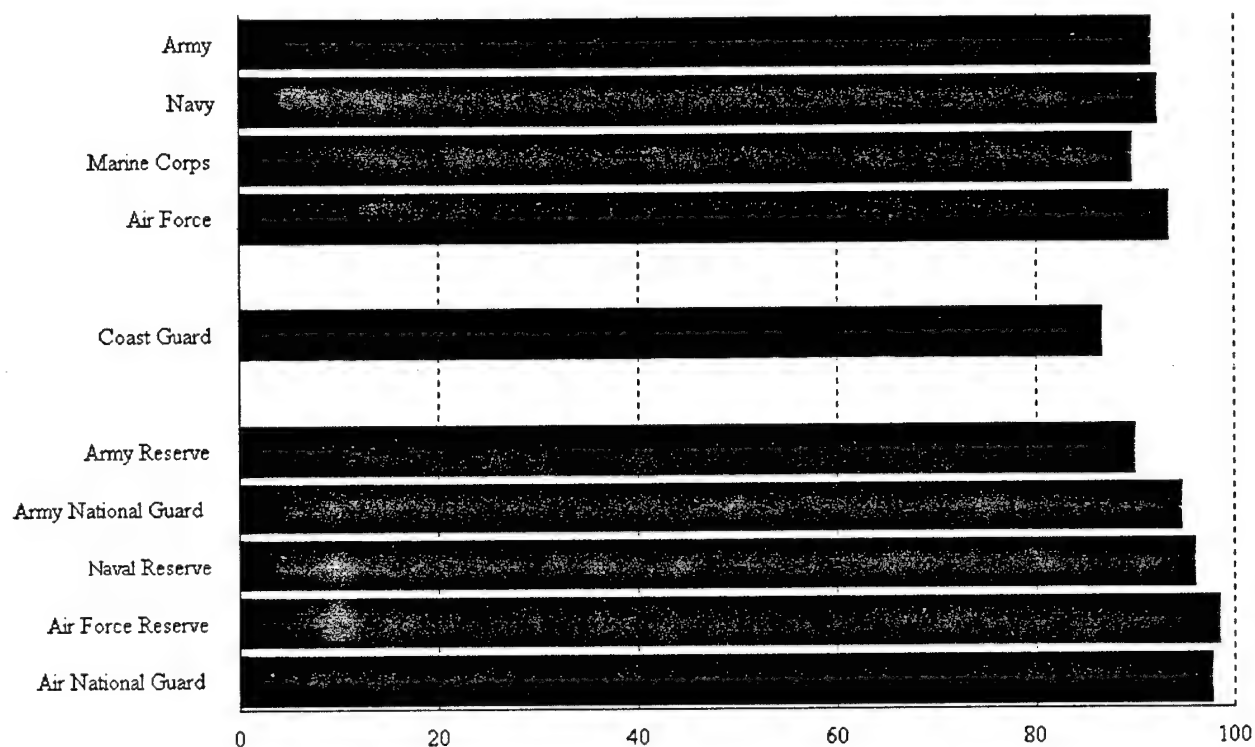
### ***Amount Recruiters Spent Monthly to Park Their POV at Work***

#### ***Active Component***

Most (91.5%) active DoD recruiters indicated that they had free parking for their privately owned vehicle (POV) at work (see Appendix D, Table D-33). Another 6.0 percent spent between \$1 and \$50 monthly, while 2.2 percent spent between \$51 and \$150. Only 0.4 percent of active DoD recruiters spent more than \$150 a month to park their POV at work. Marine Corps recruiter responses indicated a different distribution for the amount they spent for parking their POV. Fewer Marine Corps recruiters reported having free parking (89.7%) and more (7.9%) paid between \$1 and \$50 per month. Figure 35 shows the percent of recruiters from each Service that paid nothing to park their POVs at work.

Coast Guard recruiter responses indicated a significantly different distribution for the amount they spent on parking compared to active Component recruiters. The vast majority of Coast Guard recruiters (86.7%) used free parking; 13.3 percent spent an amount less than or equal to \$150 per month; none spent over \$150 per month.

**Figure 35.**  
**Percentage Spending Nothing to Park POV at Work - Question 47**



### **Reserve Component**

Compared to active DoD recruiters, slightly more Reserve and Guard recruiters reported having free parking for their POV at work (94.1%). Another 4.5 percent reported spending between \$1 and \$50 per month, while 1.4 percent reported spending between \$51 and \$150 per month (see Appendix D, Table D-33). Only a few (0.1 percent) spent over \$150 per month. The only Component whose recruiters reported spending more than \$150 a month to park at work was the Army Reserve (0.3 percent).

## Housing

Unlike many military personnel, recruiters usually do not work or live in military installations (“on base”). Consequently, they often do not have easy access to base housing or other services. The lack of such access can become a source of dissatisfaction. One question in the 1998 survey asked recruiters to compare their current living conditions with base living conditions in terms of quality and cost.

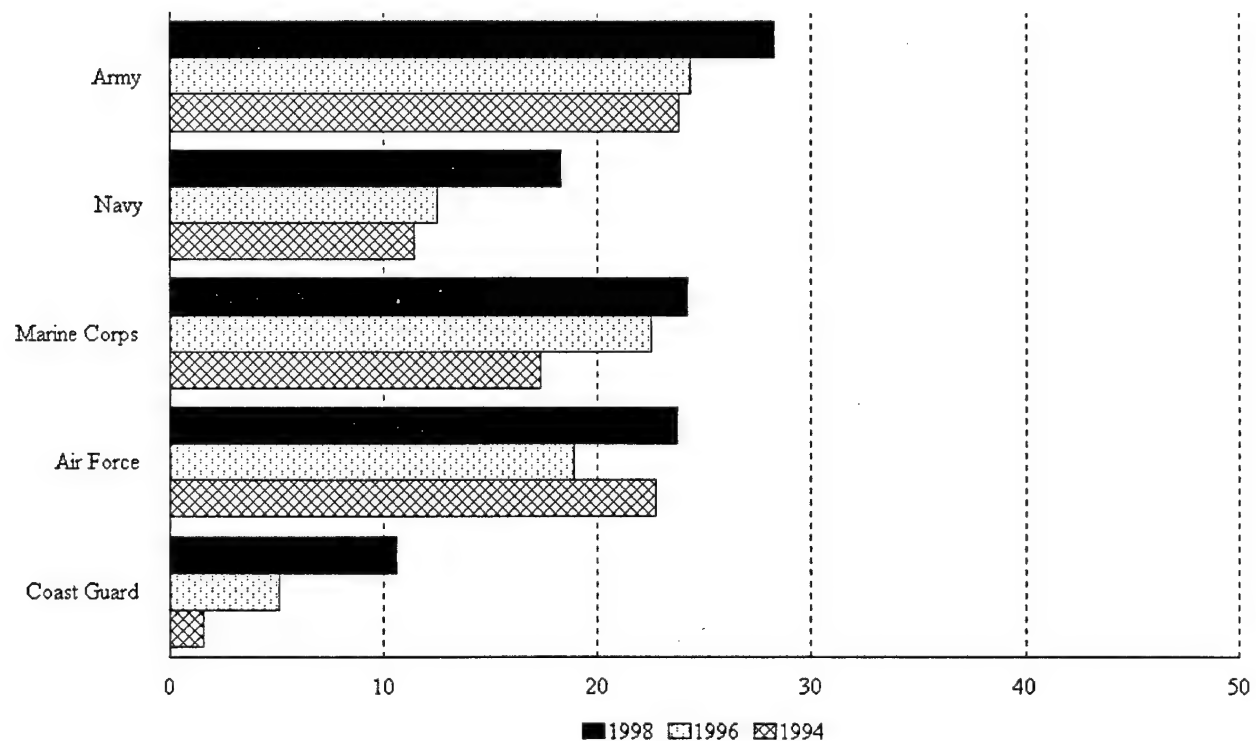
### ***Quality of Current Living Conditions Compared to Housing On Base***

#### ***Active Component***

As a whole, 44.3 percent of active DoD recruiters judged their current housing conditions to be better than housing on base, while 25.2 percent rated it worse (see Appendix D, Table D-34). There were considerable differences across the individual Services. The Army had, proportionally, the fewest recruiters rate present living conditions favorably. Just over one-third (38.2%) rated them better and little over one-fourth (28.3%) rated them worse, as shown in Figure 36.1. Navy recruiters reported the most favorable conditions (51.9% assessed their living conditions as better and only 18.3% considered them to be worse).

**Figure 36.1.**

***Active Component: Percentage Rating Quality of Current Living Conditions Compared to On Base Housing as “Worse” - Question 16a***





Coast Guard recruiters also viewed their current housing conditions very favorably relative to housing on base. In fact, 71.2 percent rated them better than base housing, and only 10.6 percent considered them to be worse.

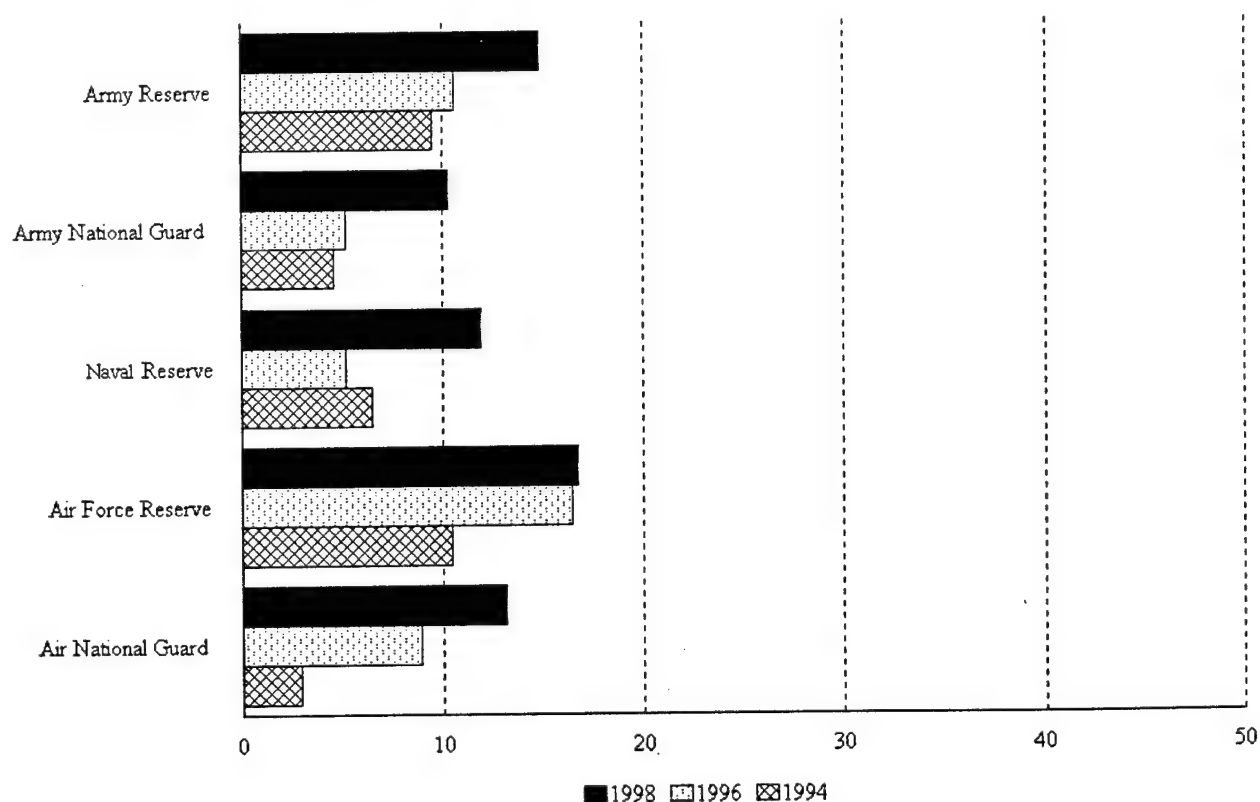
There was some change in how active DoD recruiters viewed their housing since the 1996 survey. In 1996, 36.0 percent viewed their housing as the same quality as base housing (compared to 30.5% in 1998), and 20.8 percent viewed it as worse (compared to 25.2% in 1998). The distribution of responses for 1994 was similar to that for the 1996 survey responses.

### **Reserve Component**

Overall, Reserve and Guard recruiters had a much better opinion of their current housing conditions than did active DoD recruiters. In the aggregate, 66.9 percent rated their housing as better than base housing, and 12.4 percent considered it to be worse. Moreover, opinion across the Components did not vary widely. At the high end, three-fourths (75.0%) of Naval Reserve recruiters rated current conditions as better and only 11.9 percent considered them to be worse. At the other extreme, 61.1 percent of Air Force Reserve and Army Reserve recruiters viewed their housing situation as better than on base; 16.7 percent and 14.8 percent, respectively, considered it to be worse than that on base. Figure 36.2 displays the percentage of Reserve and Guard recruiters who judged their current conditions to be worse than base housing.

**Figure 36.2.**

***Reserve Component: Percentage Rating Quality of Current Living Conditions Compared to On Base Housing as "Worse" - Question 16a***



There was some change since the 1996 survey in how Reserve and Guard recruiters overall viewed their housing. In 1996, 71.3 percent viewed their current housing as better than base housing (compared to 66.9% in 1998) and 7.2 percent viewed it as worse (compared to 12.4% in 1998). Two Components, Naval Reserve and Air Force Reserve, reported significant changes from the earlier survey. In 1998, proportionately more reported that their current living conditions were better than housing on base (75.0% in 1998 versus 68.9% in 1996 for Naval Reserve and 61.1% in 1998 versus 45.9% in 1996 for Air Force Reserve).

### ***Cost of Current Living Conditions Compared to Housing On Base***

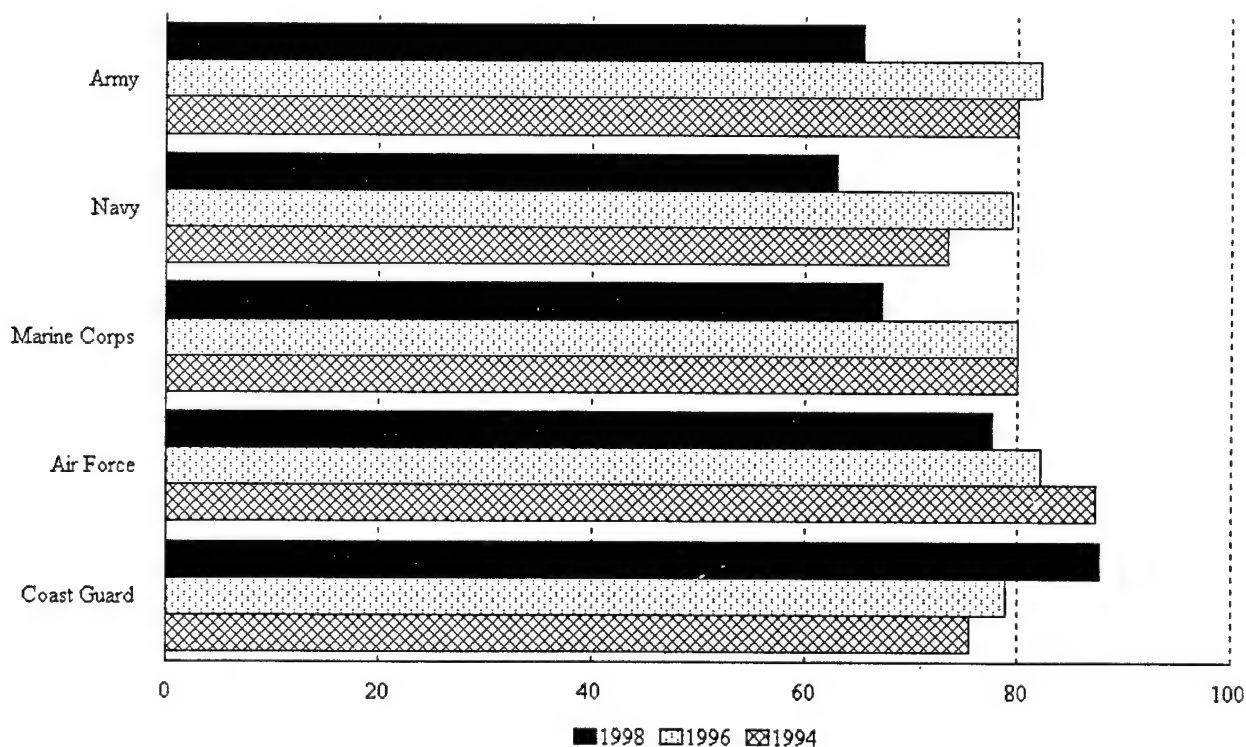
The second part of the question asked recruiters to compare the cost of their current living conditions to that of housing on base. Figures 37.1 and 37.2 show the distributions of recruiters, by Service or Component, who rated the cost of their current living conditions as "more" than base housing.

#### ***Active Component***

Among active DoD recruiters, a little more than two-thirds (67.0%) stated that their current housing was more costly than base housing (see Appendix D, Table D-35). About equal percentages of active DoD recruiters said that it was less expensive or about the same (16.7% and 16.3%, respectively). There were uniform responses among Army, Navy, and Marine Corps

**Figure 37.1.**

***Active Component: Percentage Rating Cost of Current Living Conditions Compared to On Base Housing as "More" - Question 16b***



recruiters: approximately two-thirds of recruiters reported that costs were higher. As displayed in Figure 37.1, over three-quarters (77.6%) of Air Force recruiters reported that their current costs were higher than housing on base. Among Coast Guard recruiters, 87.7 percent estimated their current housing costs were higher, and only 3.1 percent said these costs were lower.

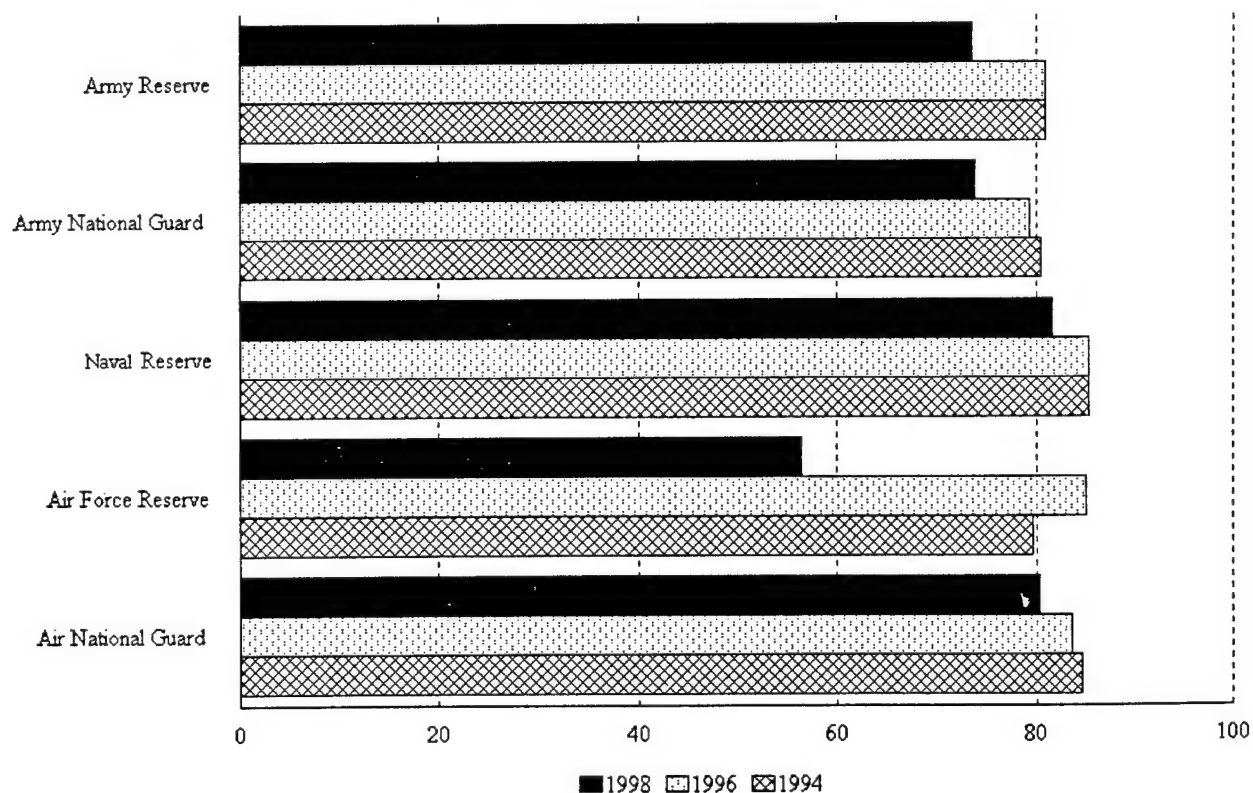
There was a significant change from the 1996 survey in how active DoD recruiters viewed their housing cost. In 1996, 81.0 percent thought their current housing costs were more than those for base housing (compared to 67.0% in 1998), and 4.5 percent thought it was less (compared to 16.7% in 1998). Virtually the same pattern was found in the 1994 survey as in the 1996 survey.

### **Reserve Component**

Altogether, 73.9 percent of Reserve and Guard recruiters reported paying more for their current living conditions than they would have paid on base. About one-half (56.4%) of Air Force Reserve recruiters reported that they paid more for their current living conditions than they would have paid for base housing (see Figure 37.2), and 12.7 percent reported they paid less. In comparison, 81.7 percent of Naval Reserve recruiters reported that they paid more, and 8.5 percent reported that they paid less.

**Figure 37.2.**

***Reserve Component: Percentage Rating Cost of Current Living Conditions Compared to On Base Housing as "More" - Question 16b***



As was the case with active DoD recruiters, most Reserve and Guard recruiters showed a significant change in how they viewed housing costs since the previous survey. The exceptions were Army National Guard and Naval Reserve recruiters. In 1996, 81.0 percent of Reserve and Guard recruiters thought their current housing costs were more than those on base (compared to 73.9% in 1998), and 5.1 percent thought the costs were less (compared to 12.5% in 1998). Results from the 1994 survey were similar to those from the 1996 survey.

## **Health Care Access and Coverage**

Analysis of written comments from the *1996 DoD Recruiter Survey* (Condon & Girard, 1998) revealed that health care was a major concern for many recruiters. Thus, several new questions were included in the 1998 survey which addressed access to health care for recruiters and their families: the usual type of facility, the distance to this facility, and health care coverage under TRICARE, TRICARE Supplemental Insurance or private health insurance.

Overall, recruiters reported that they went to military clinics and hospitals more frequently when they were sick or in need of health advice than did their respective family members. Further, a greater percentage of recruiters as compared to family members traveled more than an hour to receive medical care.

### ***Type of Medical Treatment Facility Recruiters Used***

#### ***Active Component***

For medical problems, 55.6 percent of active DoD recruiters went to a military clinic or hospital (see Appendix D, Table 36). Those visiting a civilian clinic or doctor constituted a smaller percentage (31.9%). Far fewer (8.6%) traveled to an off-base DoD contracted clinic, and the smallest fraction (3.9%) went to some other type of treatment facility. With minimal variation, this breakdown was revealed for each of the Services. For example, as shown in Figure 38, 52.9 percent of Navy recruiters and 60.3 percent of Air Force recruiters used a military clinic or hospital.

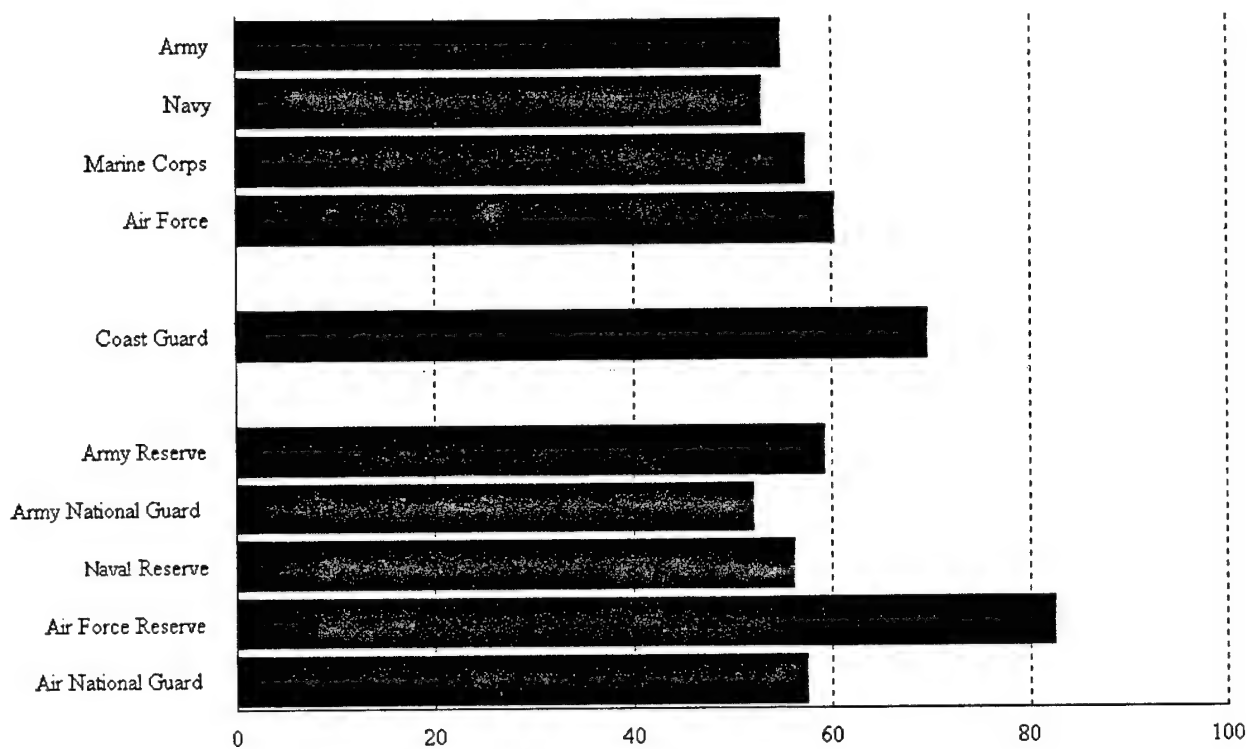
In comparison to active DoD recruiters, proportionally more Coast Guard recruiters (69.6%) visited a military clinic or hospital and fewer (20.8%) visited a civilian clinic or doctor.

#### ***Reserve Component***

Like active DoD recruiters, a majority (56.1%) of Reserve and Guard recruiters reported going to a military clinic or hospital for medical problems. Also, a sizable percentage (33.0%) reported going to a civilian clinic or doctor. Survey results further showed that relatively few (6.6%) went to an off-base DoD contracted clinic or another type of treatment facility (4.2%). Figure 38 shows that in each of the different Components, a majority used a military clinic or hospital, although this percentage was far greater for Air Force Reserve recruiters (82.5%). In contrast, Army National Guard recruiters reported the highest use of a civilian clinic or doctor (39.0%). Closer to one-quarter of Army Reserve, Naval Reserve, and Air National Guard recruiters reported usage of civilian clinics or doctors (29.8%, 22.4%, and 28.3%, respectively).

**Figure 38.**

***Percentage of Recruiters Who Went to Military Clinic or Hospital When Sick  
- Question 49a***



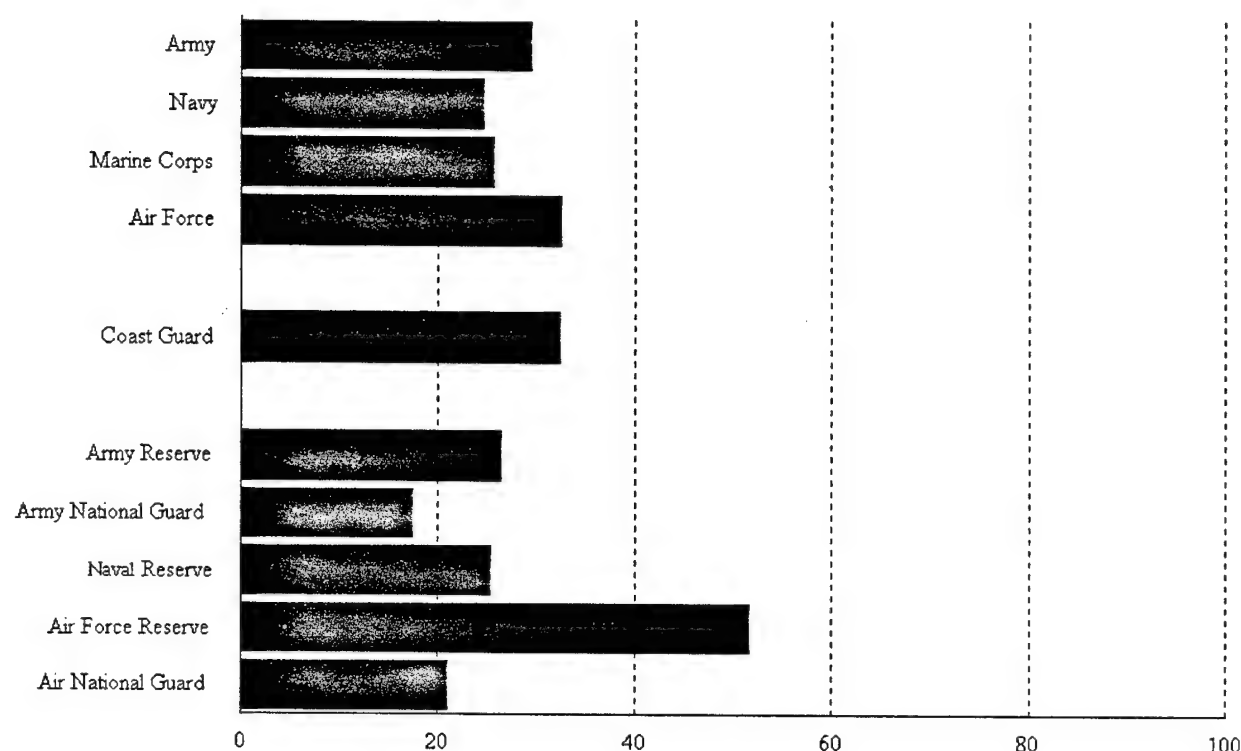
### ***Type of Medical Treatment Facility Family Members Used***

#### ***Active Component***

Approximately one-half (49.2%) of active DoD recruiters reported that their family members went to a civilian clinic or doctor for medical problems (see Appendix D, Table D-37). Far fewer (28.0%) said that their families went to a military clinic or hospital. About 19.0 percent indicated that their family members went to an off-base DoD contracted clinic. Variation among active DoD Services was relatively small. Between 42.5 percent of Marine Corps recruiters and 54.1 percent of Air Force recruiters reported that family members went to a civilian clinic or doctor. No less than one-quarter (24.6%) of Navy recruiters and no more than one-third (32.6%) of Air Force recruiters reported that their families went to a military clinic or hospital, as can be seen in Figure 39. The biggest difference was in the percentage reporting that family members visit an off-base DoD contracted clinic. Only 10.4 percent of Air Force recruiters reported this versus 27.7 percent of Marine Corps recruiters.

When compared to the active DoD recruiters, Coast Guard recruiters showed a similar distribution--48.6 percent reported that their family members visited a civilian clinic or doctor. A substantial percentage of families, about one-third (32.4%), went to a military clinic or hospital, while 15.3 percent used an off-base DoD contracted clinic.

**Figure 39.**  
***Percentage of Family Members Who Went to Military Clinic or Hospital When Sick***  
***- Question 49b***



### ***Reserve Component***

Among family members of Reserve and Guard recruiters, a civilian clinic or doctor was by far the leading option used for medical treatment. Fully 59.5 percent of Reserve and Guard recruiters reported that their families went to a civilian clinic or doctor; 22.4 percent indicated that their families visited a military facility (see Appendix D, Table D-37). Only 14.4 percent reported the use of an off-base DoD contracted clinic. When individual Components were compared, however, the Air Force Reserve stood out as markedly different. Over half (51.6%) of Air Force Reserve recruiters reported that their families received health care at a military clinic or hospital, as shown in Figure 39. In contrast, 17.5 percent of Army National Guard recruiters and 26.4 percent of Army Reserve recruiters indicated that family members went to a military facility. Primarily, family members of recruiters in other Components used civilian clinics.

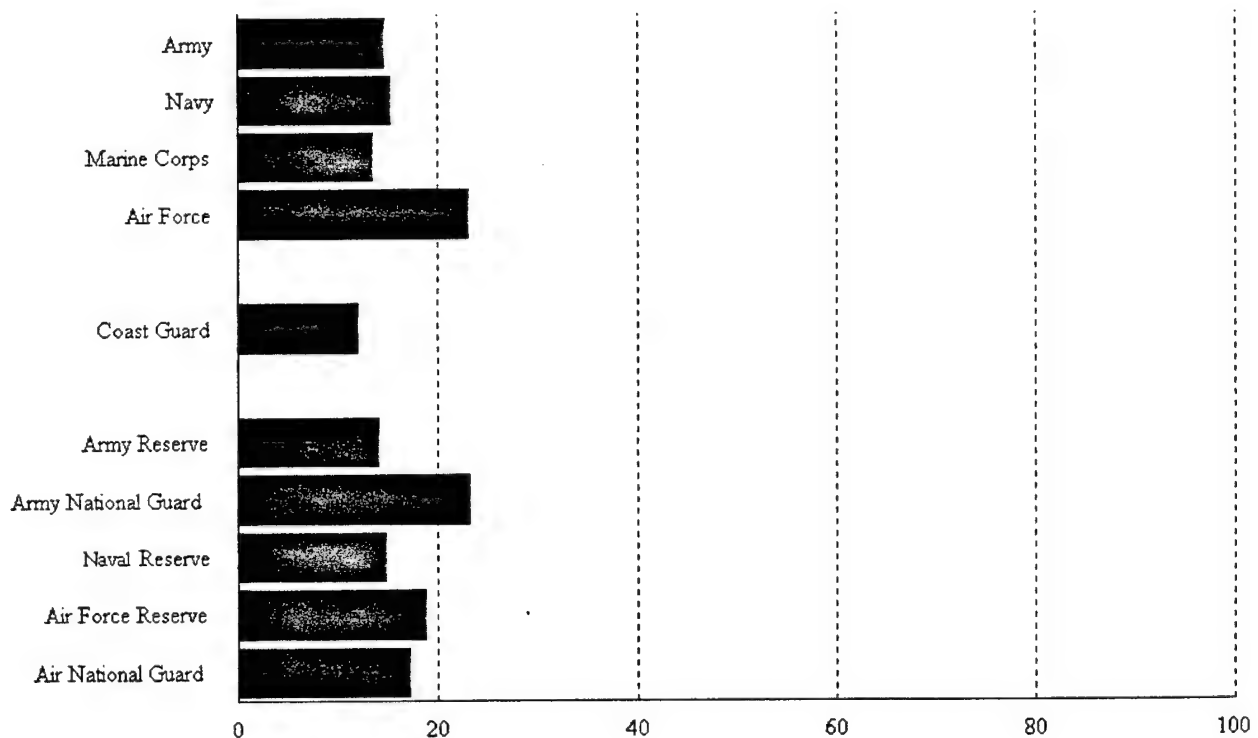
## ***Time It Took for Recruiter to Travel to Medical Treatment Facility***

### ***Active Component***

Most active DoD recruiters (62.6%) traveled 30 minutes or less for medical treatment; however, 15.4 percent traveled an hour or more (see Appendix D, Table D-38). Little variation existed among active Services. The only significant exception, shown in Figure 40, was that 23.0 percent of Air Force recruiters traveled an hour or more, of which 7.0 percent traveled more than 2 hours.

Coast Guard recruiters were similar to active DoD recruiters in the amount of time they reported spending to get their medical care: almost two-thirds (63.2%) traveled 30 minutes or less, and 12.0 percent traveled an hour or more.

**Figure 40.**  
***Percentage of Recruiters Who Traveled One Hour or More to Medical Treatment Facility***  
***- Question 50a***



### ***Reserve Component***

Similar to active recruiters, a majority of Reserve and Guard recruiters (58.0%) traveled 30 minutes or less for medical treatment. Nonetheless, a somewhat higher percentage (19.4%) traveled an hour or more. Variation across Components was relatively modest. At the extremes, 14.1 percent of Army Reserve recruiters and 23.2 percent of Army National Guard recruiters traveled an hour or more.

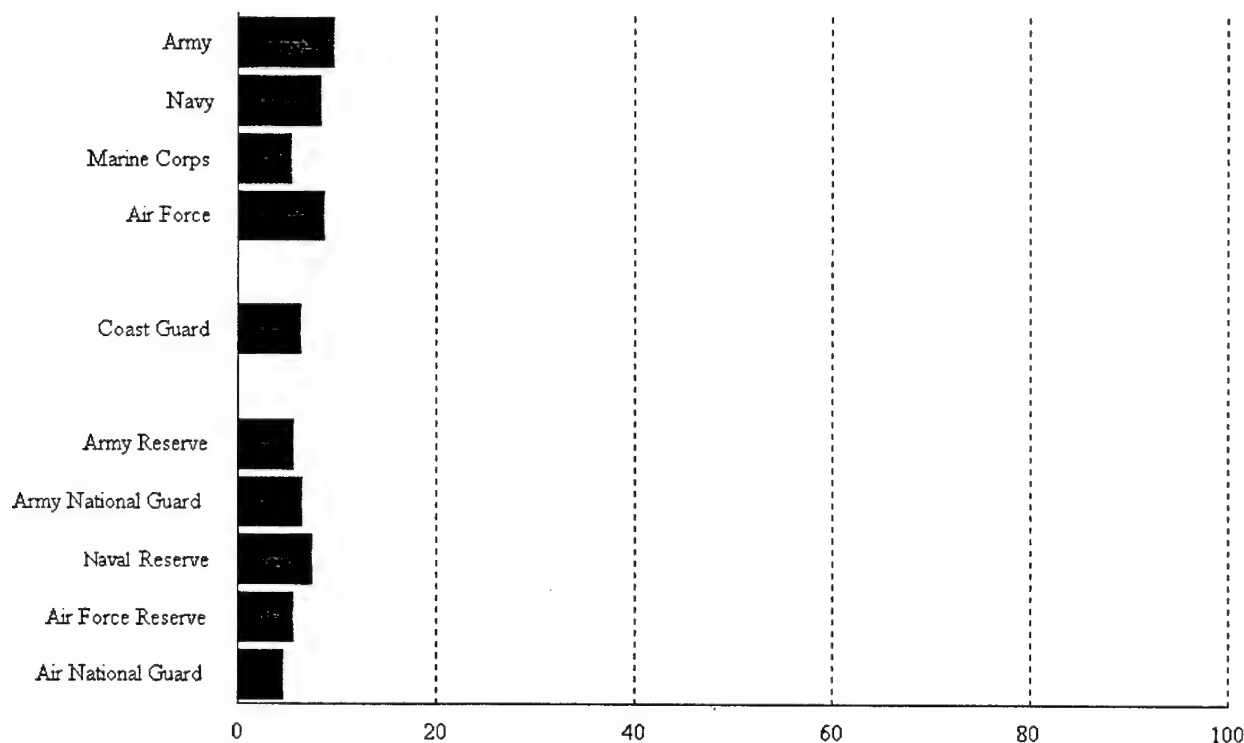
## ***Time It Took for Family Members to Travel to Medical Treatment Facility***

### ***Active Component***

Family members of most active DoD recruiters did not have to travel far to receive medical treatment: 72.8 percent of active DoD recruiters reported that their family members traveled 30 minutes or less versus 8.3 percent who indicated that family members traveled one hour or more (see Appendix D, Table D-39). Differences among active DoD Components were minimal, as shown in Figure 41. Coast Guard recruiters reported a very similar pattern of travel time for their family members to receive medical care: 79.1 percent traveled 30 minutes or less while 6.3 percent traveled one hour or more.

**Figure 41.**

***Percentage of Family Members Who Traveled One Hour or More to Medical Treatment Facility - Question 50b***



### ***Reserve Component***

As with families of active recruiters, family members of Reserve and Guard recruiters lived relatively close to where they received medical care: 73.2 percent of recruiters reported that their families traveled 30 minutes or less versus only 6.2 percent who indicated their families traveled one hour or more for medical services. This pattern, within a few percentage points, held across all Components. However, significantly the largest percentage of family members of Air Force Reserve recruiters lived within 15 minutes driving distance of their medical care provider (43.0% vs. 26.6% for all Reserve Component recruiters).

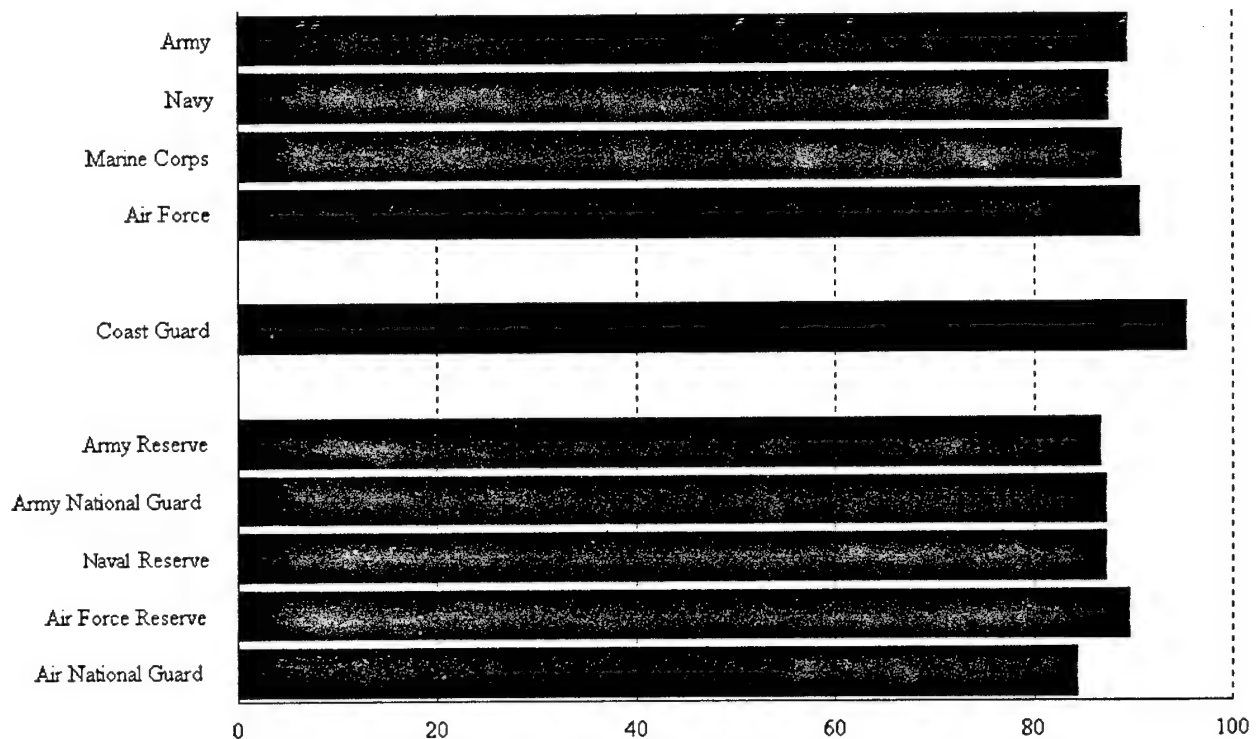


## Coverage by TRICARE

### Active Component

The majority (89.1%) of active DoD recruiters reported they were covered by TRICARE (see Appendix D, Table D-40). There were almost no differences among active DoD Services. Figure 42 shows the percentage of recruiters in each of the ten Services and Components that were covered by TRICARE. An even larger percentage (95.3%) of Coast Guard recruiters indicated they were covered by TRICARE.

**Figure 42.**  
*Percentage Covered by TRICARE - Question 51a*



### Reserve Component

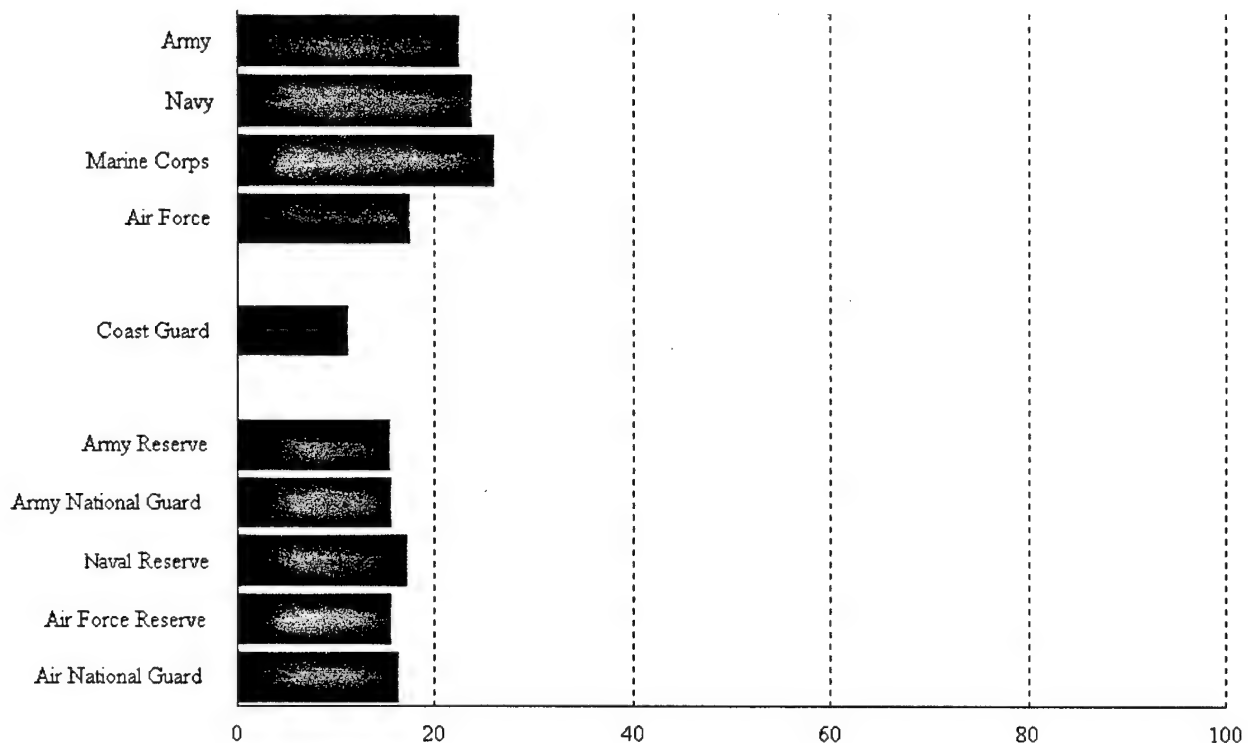
Survey results suggested that TRICARE coverage extended to 87.0 percent of Reserve and Guard recruiters. Similar to the active Services, there was little difference in coverage across Reserve Components.

## Coverage by TRICARE Supplemental Insurance

### Active Component

One-fifth (22.9%) of active DoD recruiters reported coverage by TRICARE supplemental insurance (see Appendix D, Table D-41). There were no substantial differences among active DoD Services except that coverage for Air Force recruiters was slightly lower, at 17.4 percent, shown in Figure 43. Only 11.2 percent of Coast Guard recruiters said they were covered by TRICARE supplemental insurance.

**Figure 43.**  
*Percentage Covered by TRICARE Supplemental Insurance - Question 51b*



### Reserve Component

As compared to active DoD recruiters, a smaller percentage of Reserve and Guard recruiters (15.8%) reported coverage by TRICARE supplemental insurance. Variation across Reserve Components was not significant.

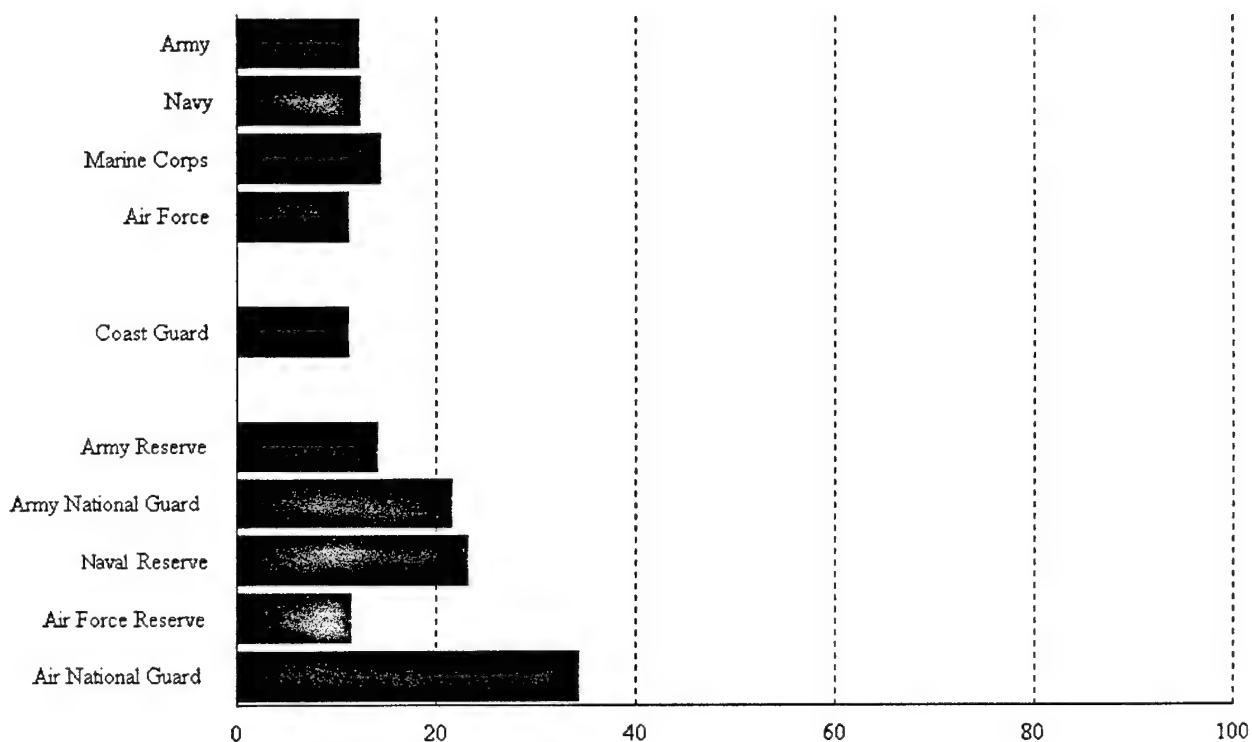
## Coverage by Private Medical Insurance or HMO

### Active Component

Overall, 12.6 percent of active DoD recruiters indicated they were covered by private medical insurance or an HMO (see Appendix D, Table D-42). There were no significant differences among recruiters of individual Services. Among Coast Guard recruiters, 11.2 percent reported they were covered by private medical insurance or an HMO. Figure 44 displays, by Service and Component, the percentage of recruiters and their families covered by private medical insurance or an HMO.

**Figure 44.**

*Percentage Covered by Private Medical Insurance or HMO - Question 51c*



### Reserve Component

Overall, in contrast to active DoD recruiters, one-fifth (20.2%) of Reserve and Guard recruiters reported they were covered by private medical insurance or an HMO. Moderate differences existed among the Components. Only 11.5 percent of Air Force Reserve recruiters and 14.0 percent of Army Reserve recruiters said they were covered by private medical insurance or an HMO. In contrast, more than one-third (34.3%) of Air National Guard recruiters reported such coverage.

## Cooperation of High Schools

### *Percentage of High Schools Providing Access to Student Directories*

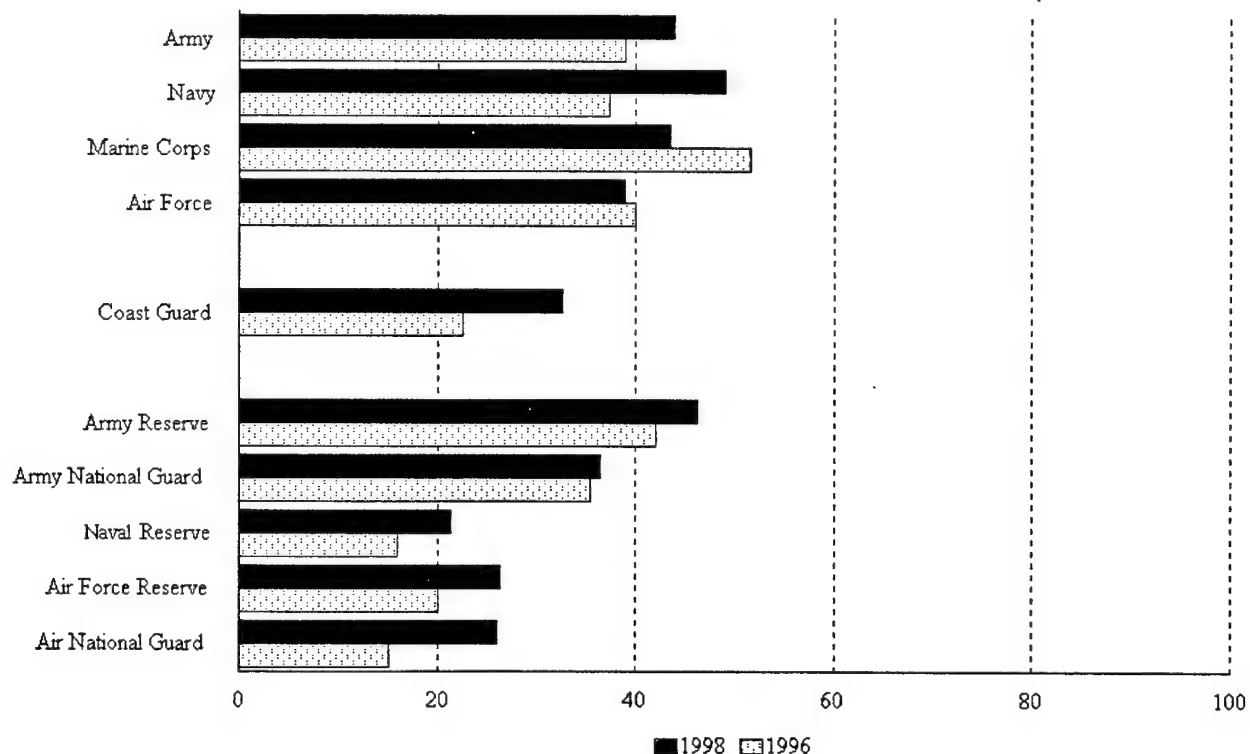
#### **Active Component**

Of active DoD recruiters, 44.3 percent indicated that at least 61 percent of high schools cooperated by allowing access to high school lists or student directories (see Appendix D, Table D-43). Compared to other active DoD recruiters, a somewhat higher percentage of Navy recruiters (49.1%) said that at least 61 percent of high schools permitted them to have access to student lists, as shown in Figure 45. For active DoD recruiters as a whole, 28.2 percent reported that 20 percent or fewer high schools provided names, indicating that more than one-fourth of recruiters were receiving very little cooperation from high schools.

The degree of access to student directories appeared to be even worse for the Coast Guard. Only 32.7 percent stated that at least 61 percent of high schools were cooperative in supplying names, whereas 37.5 percent indicated that one-fifth or fewer were cooperative.

**Figure 45.**

***Percentage Reporting Over 60 Percent of High Schools Provided Access to Student Directories - Question 56***



The amount of access that active DoD recruiters had to student directories improved slightly in 1998 compared to 1996. In 1996, 41.1 percent said that at least 61 percent of high schools permitted them access to student lists, compared to 44.3 percent in 1998. However, not

all recruiters experienced improvement in access to student directories. Both Marine Corps and Air Force recruiters reported declines in access to student directories (51.5% in 1996 compared to 43.5% in 1998 for Marine Corps recruiters and 40.0% in 1996 compared to 38.9% in 1998 for Air Force recruiters).

In contrast, Coast Guard recruiters experienced a 10-percentage point jump in access to student directories since 1996 (from 22.6% reporting that at least 61 percent of high schools permitted access to student directories in 1996 versus 32.7% in 1998).

### ***Reserve Component***

Reserve and Guard recruiters reported being allowed to view student lists for high schools less frequently than active DoD recruiters. Only 38.0 percent of Reserve and Guard recruiters indicated that at least 61 percent of high schools cooperated by permitting access to student directories; 32.8 percent stated that 20 percent or fewer cooperated. Figure 45 shows that, compared to other Reserve and Guard recruiters, a proportionately higher percentage of Army Reserve recruiters (46.2%) said that at least 61 percent of high schools supplied student names. Naval Reserve recruiters were the least likely to report that they experienced this level of cooperation (21.4%). Air Force Reserve and Air National Guard recruiters also reported relatively low levels of cooperation (26.4% and 26.1%, respectively). One-half of Naval Reserve recruiters (50.0%) reported that no more than 20 percent of high schools permitted access to student lists.

Nonetheless, some improvement in cooperation from high schools occurred since the 1996 survey. In 1996, 35.3 percent of Reserve and Guard recruiters said that at least 61 percent of high schools gave access to student directories. In 1998, this number was 38.0 percent. Further, the percent which reported that no more than 20 percent of the high schools gave access to student directories dropped from 36.0 percent in 1996 to 32.8 percent in 1998. None of the individual Components showed declines in high levels (61% or more) of access since 1996.

### ***Percentage of High Schools Providing Access to Students***

#### ***Active Component***

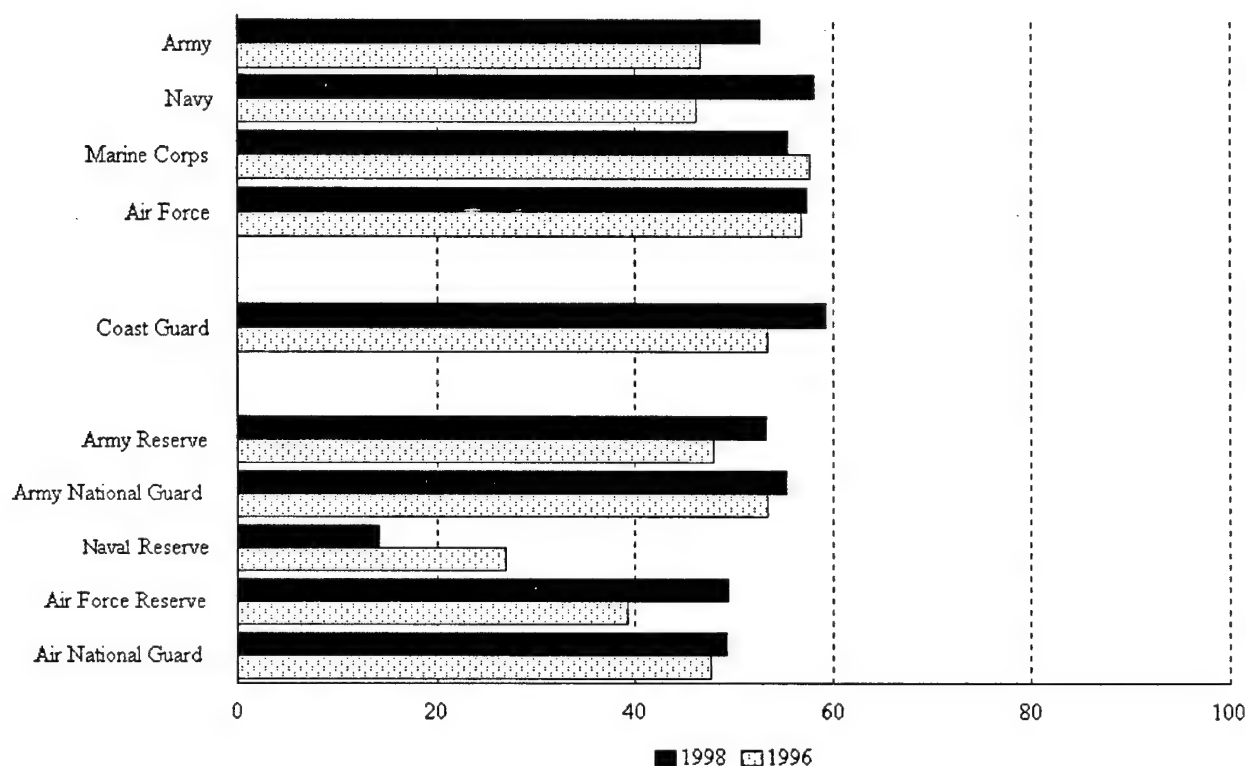
Active DoD recruiters had greater access to high school students than to student directories (see Appendix D, Table D-44). More than half (54.6%) of these recruiters reported that at least 61 percent of high schools cooperated by providing access to students; 26.7 percent said they had access to students in only 40 percent or fewer of the high schools. Compared to the average, a slightly higher percentage of Navy recruiters (58.0%), Marine Corps recruiters (55.4%) and Air Force recruiters (57.3%) indicated that they had access to students in at least 61 percent of high schools, shown in Figure 46.

More than one-half (59.2%) of Coast Guard recruiters said that at least 61 percent of high schools cooperated by permitting access to students, and, on the low end, only 18.3 percent said that 40 percent or fewer of schools were cooperative. Since 1996, there was significant improvement in the amount of access active DoD recruiters had to students. In 1996, 49.5 percent of active DoD recruiters reported that at least 61 percent of high schools provided access to students, this percentage rose to 54.6 percent in 1998. Army and Navy recruiter

responses were particularly more positive in 1998 compared to 1996 (46.7% and 46.2% in 1996 versus 52.6% and 58.0% in 1998, respectively). Responses for the other Services were not significantly different for the 2 years.

**Figure 46.**

***Percentage Reporting Over 60 Percent of High Schools Provided Access to Students  
- Question 57***



### ***Reserve Component***

The results for Reserve and Guard recruiters as a whole were nearly the same as for active DoD recruiters. About one-half (53.9%) reported that at least 61 percent of high schools allowed access to their students, whereas slightly more than one-quarter (28.3%) of these recruiters indicated that 40 percent or fewer of the schools allowed access. Naval Reserve recruiters, by far, reported the least amount of access to students. Only 14.2 percent of Naval Reserve recruiters said that at least 61 percent of schools were cooperative, whereas 57.2 percent said that 40 percent or fewer schools allowed access.

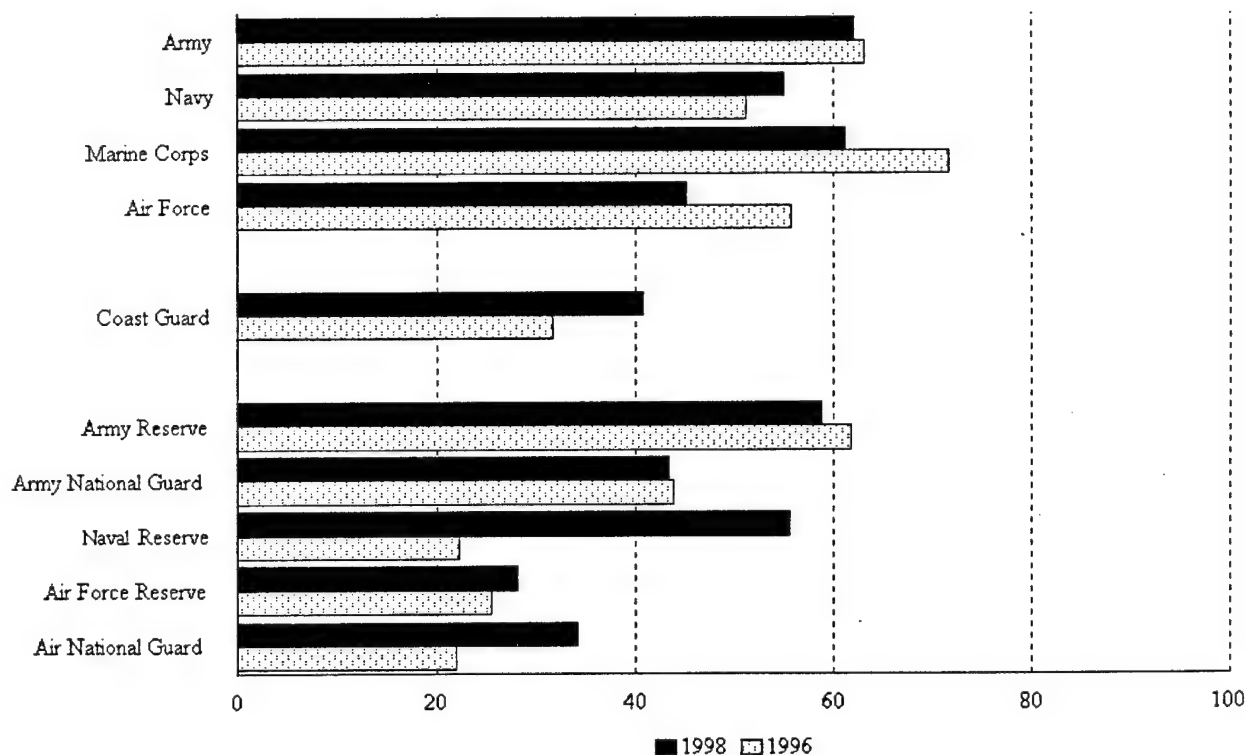
As with the active DoD recruiters, Reserve Component access to students improved. The number of recruiters who stated that high schools allowed access to their students increased from 50.5 percent in 1996 to 53.9 percent in 1998. Only Naval Reserve recruiters reported a decline in the highest levels (over 60%) of access since 1996 (26.9% in 1996 and 14.2% in 1998). Only Air Force Reserve and Air National Guard recruiters showed significant changes in distribution, increasing in the highest levels (over 60%) of access since 1996 (39.3% and 47.6% in 1996 versus 49.4% and 49.3% in 1998, respectively).

## Percentage of Seniors' Names Obtained From All Lead Sources

### Active Component

About six out of every ten active DoD recruiters (59.1%) said they obtained at least 61 percent of high school seniors' names from all lead sources including: ASVAB, high school lists, referrals, and advertising lead cards (see Appendix D, Table D-45). Figure 47 shows that Air Force recruiters (45.1%) and Navy recruiters (55.0%) obtained names at this high level less frequently than Marine Corps (61.1%) or Army recruiters (62.1%). Coast Guard recruiters fared worse than active DoD recruiters in this regard since only 40.7 percent reported obtaining names of 61 percent or more of seniors from lead sources.

**Figure 47.**  
*Percentage Reporting Over 60 Percent of High School Seniors' Names Obtained From All Lead Sources - Question 58*



There was a slight decline in the percentage of high school seniors' names obtained as a result of all lead sources since 1996. In 1996, 61.2 percent of active DoD recruiters reported that they obtained 61 percent or more of the names of seniors from all their lead sources. In 1998, this percentage decreased to 59.1. Both Marine Corps recruiters and Air Force recruiters showed substantial drops (71.6% in 1996 and 61.1% in 1998 for Marine Corps recruiters and 55.8% in 1996 and 45.1% in 1998 for Air Force recruiters). In contrast to active DoD recruiters, the percentage of Coast Guard recruiters obtaining 61 percent or more of high school seniors' names from all lead sources since 1996 rose significantly (31.8% in 1996 and 40.7% in 1998).

## **Reserve Component**

Reserve and Guard recruiters were slightly less successful than active DoD recruiters in obtaining names of high school seniors from all lead sources (i.e., ASVAB, high school lists, referrals, advertising lead cards, etc.). Less than one-half of Reserve Component recruiters (46.6%) said they obtained at least 61 percent of names in this way. Of these, only 28.2 percent of Air Force Reserve recruiters and 34.1 percent of Air National Guard recruiters obtained at least 61 percent of seniors names in this way, as indicated in Figure 47. The picture was much different for Army Reserve recruiters (58.8 percent obtained at least 61 percent of names from all lead sources).

Overall, there was little change in the percentage of high school seniors' names obtained from all sources by Reserve and Guard recruiters. Only Naval Reserve recruiters and Air National Guard recruiters reported significant changes in the distribution of high school seniors' names obtained from all sources since 1996. In 1996, 22.2 percent of Naval Reserve recruiters reported that they obtained 61 percent or more of all high school seniors' names from all sources, but in 1998, this percentage jumped to 55.6. Among Air National Guard recruiters, the percentage reporting they obtained at least 61 percent of high school seniors' names increased from 21.9 in 1996 to 34.1 in 1998.

## **Assists to Recruiting**

Several questions in the *1998 DoD Recruiter Survey* were designed to address items that assist recruiters in their duties. The first question asked recruiters how they would feel about using civilian contractors for initial telemarketing of potential recruits. Following this item were two questions regarding the changing incentive packages and overseas assignments that recruiters could offer potential recruits. The next item listed a series of advertising elements, and recruiters were asked which one(s) they would eliminate if given a choice. Following this was a set of questions asking those recruiters who recruit Non-Prior Service (NPS) applicants about the importance of a selected set of lead sources for attaining NPS recruiting goals. The next item entailed a set of questions asking recruiters about the importance of a variety of benefits and/or incentives for all potential recruits. This portion of the 1998 survey concluded with a series of questions on recruiter access to and utilization of computers and the Internet in the workplace.

### ***Possibility of Using Civilian Contractors for Telemarketing Potential Recruits***

## **Active Component**

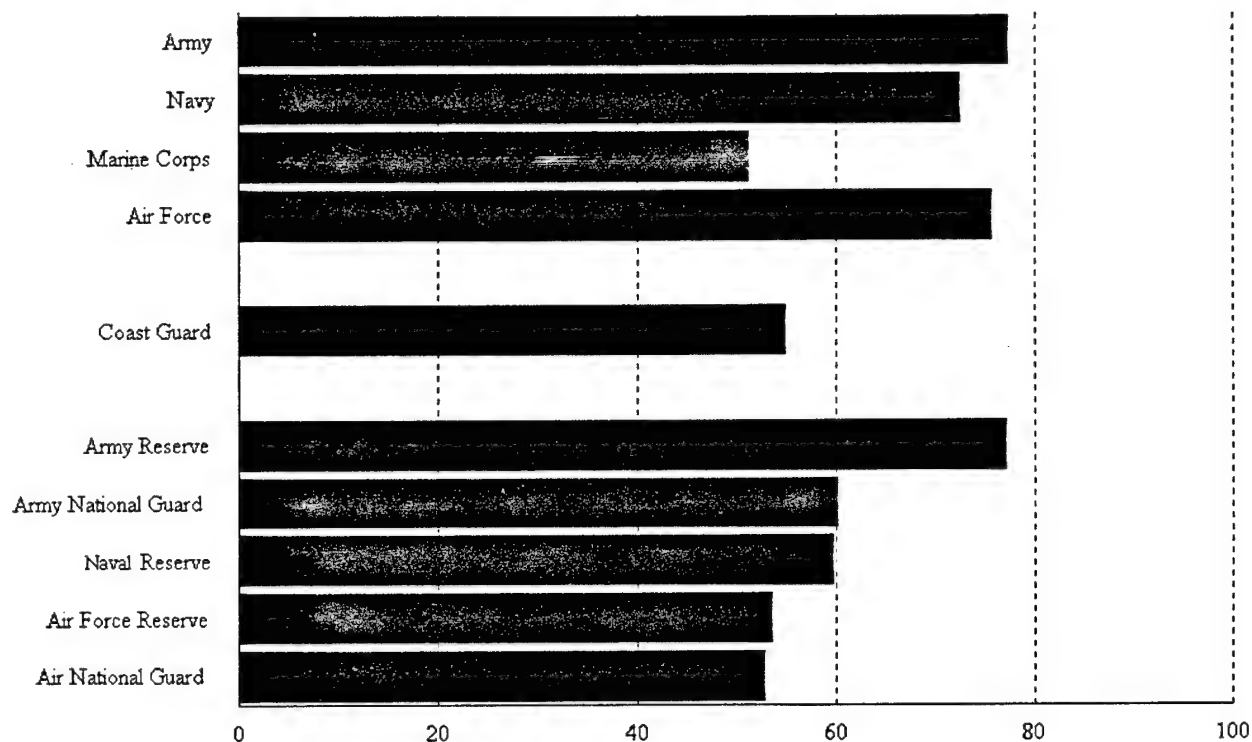
The majority of active DoD recruiters supported using civilian contractors for telemarketing potential recruits. Overall, 70.0 percent would institute this on an experimental or permanent basis while 16.5 percent were opposed altogether (see Appendix D, Table D-46). The remaining 13.5 said they did not have enough information to have an opinion regarding the proposed use of civilian contractors for telemarketing potential recruits. When comparing Services, there was less support among Marine Corps recruiters, with 51.2 percent in favor and 31.5 percent opposed.



Support from Coast Guard recruiters was also firm. Over half (54.8%) favored civilian telemarketing on at least an experimental basis and 25.4 percent opposed it. Figure 48 displays the percentage of recruiters from each Service that favor telemarketing being adopted or tried on an experimental basis.

**Figure 48.**

***Percentage Reporting That Using Civilian Contractors for Telemarketing Potential Recruits Should Be Tried or Adopted - Question 63***



### ***Reserve Component***

Using civilian contractors for telemarketing potential recruits was strongly supported by Reserve and Guard recruiters. Overall, 63.6 percent favored experimenting with or adopting contracted telemarketing and 19.9 percent were opposed. Representing the greatest support, 77.1 percent of Army Reserve recruiters were in favor versus a low of 52.8 percent among Air National Guard recruiters.

## ***Incentive Packages That Could Be Discussed***

### **Active Component**

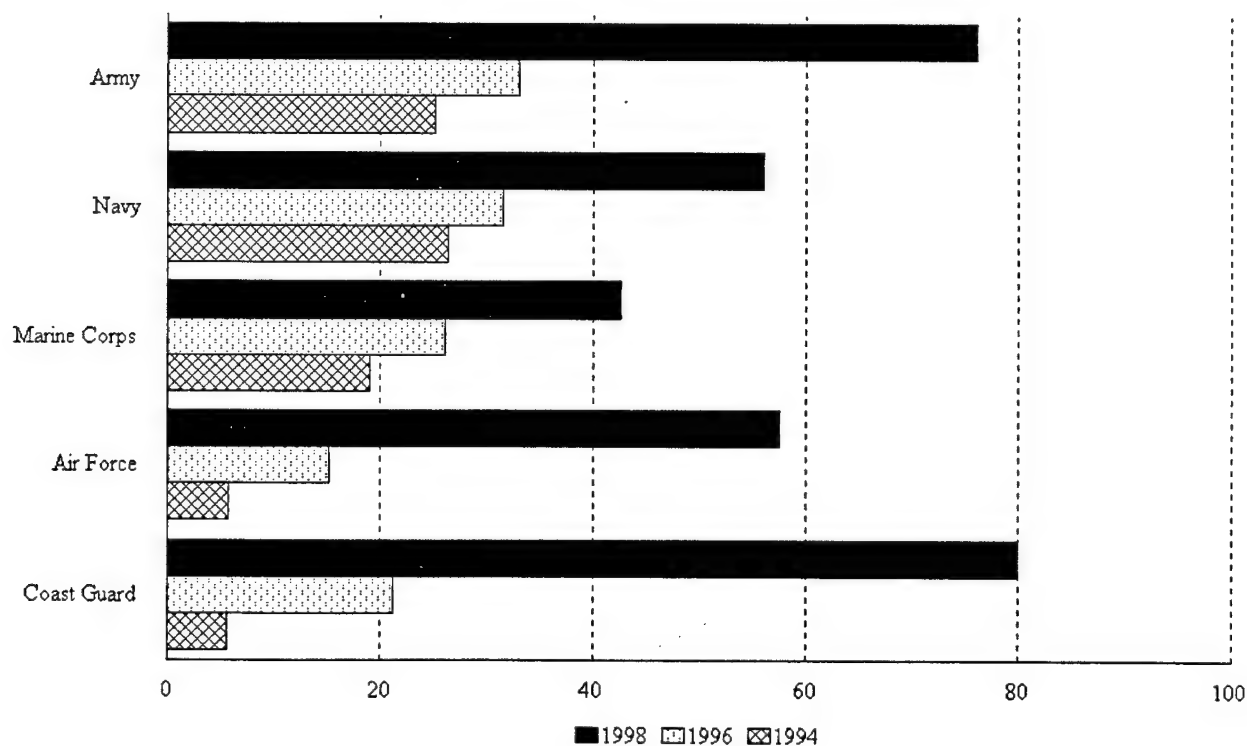
In the 1998 survey, active DoD recruiters reported an increase (62.6%) almost ten times more frequently than a decrease (6.3%) from 2 years ago in the types and value of incentive packages that could be discussed with prospects (see Appendix D, Table D-47). Figure 49.1 indicates that Army recruiters showed the most improvement: 76.1 percent indicated an increase in types and value of incentives they could discuss, and only 3.1 percent reported a decrease. Regardless of Service, approximately one-third (31.1%) of active DoD recruiters saw no change in the value or types of incentive packages they could discuss compared to 1996. Marine Corps recruiters had the highest percentage (48.4%) reporting no change in the value or types of incentive packages that could be discussed, compared to 1996.

Among Coast Guard recruiters, the trend was similar to that for active DoD recruiters. More Coast Guard recruiters indicated improvement in the types and values of incentive packages (80.0%) than indicated that these packages had become worse (2.4%).

In 1996, active DoD recruiters split their responses on whether incentive packages were greater (29.8%) or less (11.1%) than in 1994. In contrast to 1998, in both 1994 and 1996, about

**Figure 49.1.**

***Active Component: Percentage Reporting Greater Types/Value of Incentive Packages Recruiter Could Discuss - Question 61c***



half of active DoD recruiters saw no change from previous years. In 1996, most of those reporting change saw positive change.

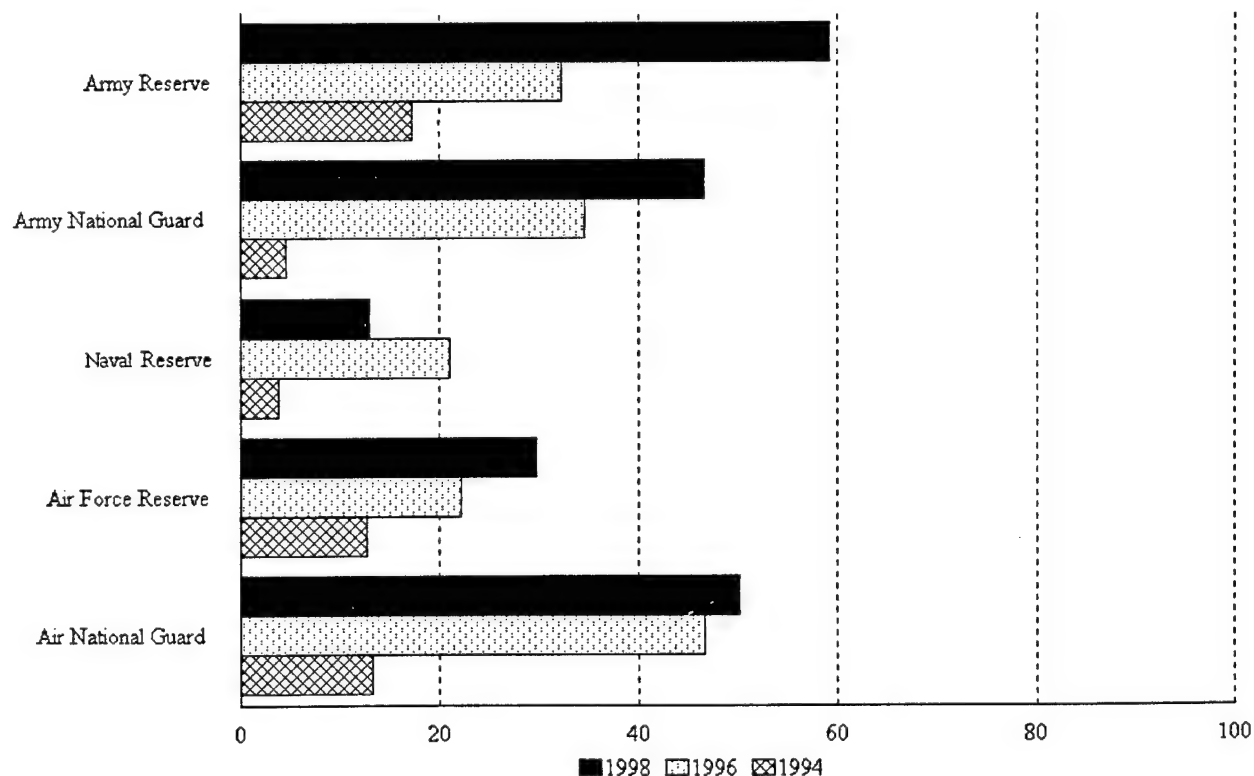
### **Reserve Component**

Unlike active DoD recruiters, Reserve and Guard recruiters were more evenly divided in their evaluation of changes in incentive packages since 1996. Approximately one-third (30.2%) saw no change; a little less than one-half (46.2%) indicated that a better variety of incentive packages could be discussed with potential recruits; and about one-quarter (23.6%) said the types or value package of incentives decreased. However, when comparing individual Components, this pattern was not uniformly maintained. Among Air National Guard recruiters, 50.2 percent indicated a positive change, while 17.2 percent reported a negative change. Among Naval Reserve recruiters, only 12.9 percent reported an increase in the types or value of packages (as shown in Figure 49.2), but a much larger percentage (52.2%) indicated a decrease. Among Air Force Reserve recruiters, a minority (29.8%) reported a positive change, half (50.4%) indicated no change, and one-fifth (19.9%) indicated a change for the worse.

This more even distribution of opinions regarding changes in incentive packages seemed to be a continuing trend since 1996. Then, approximately one-third (35.2%) reported that incentive packages offered fewer options than in 1994, and another one-third (32.8%) perceived that they offered more options than in 1994. However, this trend was not found in the 1994

**Figure 49.2.**

***Reserve Component: Percentage Reporting Greater Types/Value of Incentive Packages Recruiter Could Discuss - Question 61c***



survey. Among Reserve and Guard recruiters in 1994, more than two-thirds (70.2%) reported that incentive packages were more limited than in 1992, and only 8.5 percent said they offered more options than in 1992.

### ***Overseas Assignment Opportunities That Could Be Discussed***

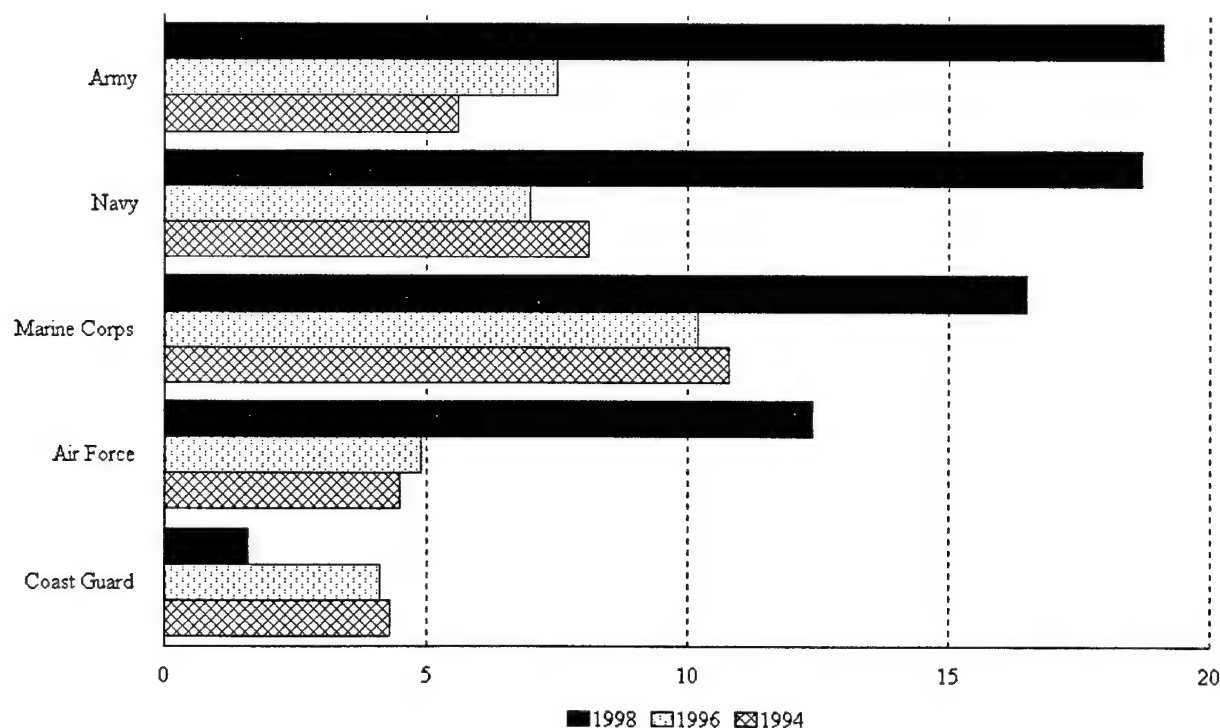
#### ***Active Component***

About two-thirds (65.8%) of active DoD recruiters reported no change since 1996 in overseas assignment opportunities that could be discussed with potential recruits (see Appendix D, Table D-48). Most of those remaining were evenly split between saying that overseas opportunities were less plentiful (16.5%) and that overseas opportunities were greater (17.7%). Air Force recruiters were proportionally the most frequent to report that overseas opportunities were less (27.5%), followed by Army recruiters (20.6%).

The percentage of active DoD recruiters saying that there were fewer overseas assignment opportunities that could be discussed with prospects in 1998 (16.5%) was lower than in 1996 (23.2%). As Figure 50.1 shows, there was a significant increase in the percentage of active DoD recruiters saying that there were greater overseas assignment opportunities that could be discussed with prospects in 1998 (17.7%) than in the previous survey (7.7%). One in five Coast Guard recruiters reported that overseas opportunities were more limited in 1998, and 1.6 percent said that opportunities were greater.

**Figure 50.1.**

***Active Component: Percentage Reporting Greater Overseas Assignment Opportunities Recruiters Could Discuss - Question 61d***



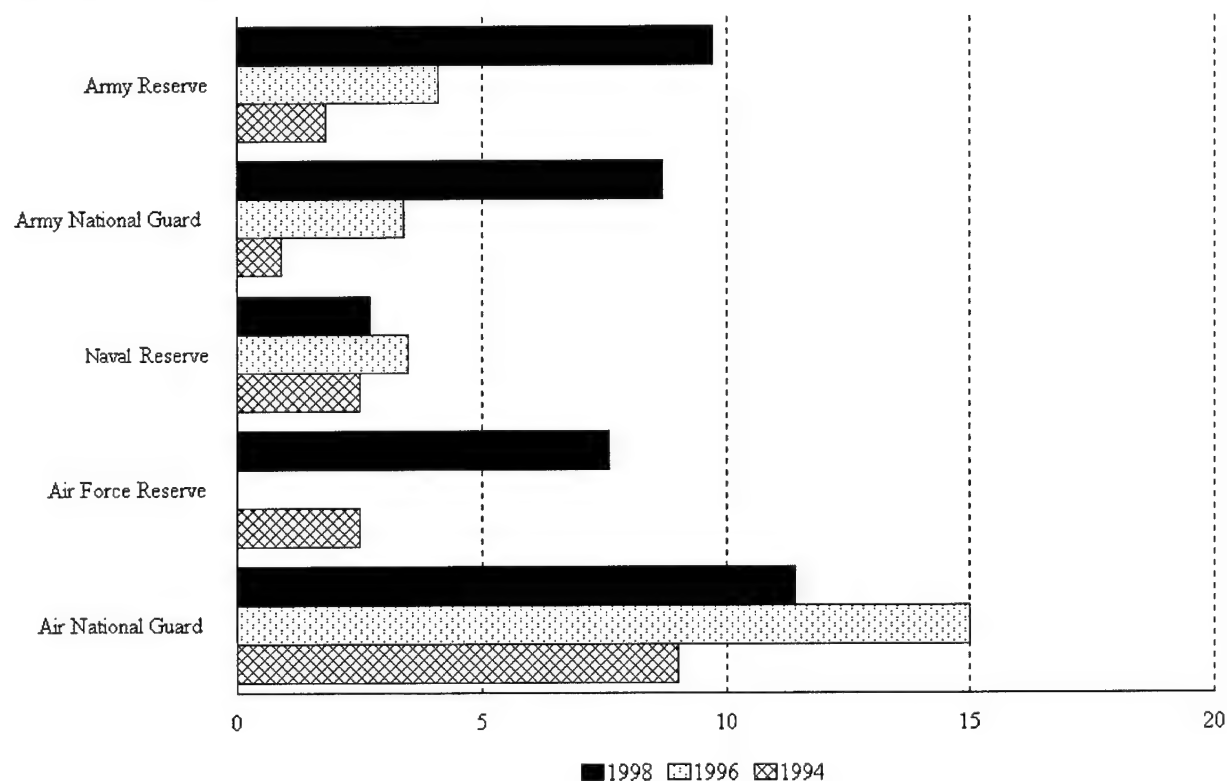
## Reserve Component

More than one-half (57.4%) of Reserve and Guard recruiters stated that there was no change since 1996 in overseas assignment opportunities that could be discussed with potential recruits. Compared to active DoD recruiters, a greater percentage of Reserve and Guard recruiters (31.1% versus 16.5%) indicated that overseas opportunities decreased. The percentage (8.5%) reporting an increase was approximately half that of the active DoD Component (17.7%). This general pattern was found within most individual Reserve and Guard Components. A smaller percentage of Army Reserve (22.9%), Air Force Reserve (28.8%) and Air National Guard recruiters (30.2%) said there were fewer overseas opportunities open for discussion.

Compared to 1996, the distribution of responses for Reserve and Guard recruiters was somewhat improved. In the 1996 survey, 36.8 percent of Reserve and Guard recruiters said opportunities for discussing overseas assignment with prospects were less. Naval Reserve recruiters were the only ones who did not show a significant change from the 1996 survey in their responses on this issue. Figure 50.2 displays the percentage of recruiters, by Component, who reported greater overseas assignment opportunities that they could discuss.

**Figure 50.2.**

***Reserve Component: Percentage Reporting Greater Overseas Assignment Opportunities Recruiters Could Discuss - Question 61d***



## ***Advertising Elements Supporting Recruiting Efforts***

Advertising elements that supported recruiting were important. However, previous surveys had not determined which elements were more important than others. Thus, in the 1998 survey, recruiters were asked whether a series of selected advertising elements should be eliminated, kept the same, or expanded. Table 1 shows the percentage of recruiters who would eliminate each of the selected advertising elements: local newspaper ads; billboards; advertising on television, radio or in magazines; internet recruiting websites; flyers/mailings produced locally or produced by the Recruiting Service; joint advertising; and major local events. It was interesting to note that all Services and Components showed large percentages favoring elimination of joint advertising. No more than 15 percent of the recruiters in any Service or Component stated that any of the other advertising elements should be eliminated.

### ***Active Component***

Table 1 reveals that only a very small minority of active DoD recruiters would eliminate selected advertising elements that support the recruiting effort. The notable exception to this pattern concerned joint advertising; 42.2 percent said they would eliminate it. In sharp contrast, only 1.5 percent would get rid of television advertising.

In the Coast Guard, the percentages of recruiters who would vote to eliminate particular advertising elements ranged from a high of 22.3 percent for joint advertising to a low of less than 0.0 percent for television.

### ***Reserve Component***

The percentages of Reserve and Guard recruiters who would eliminate particular advertising elements designed to support recruiting ranged from a high of 39.7 percent for joint advertising to a low of 1.5 percent for television.

## ***Importance of Elements Supporting Non-Prior Service (NPS) Recruiting***

Table 2 reveals how recruiters rated the importance of each of seven selected lead sources for attaining NPS recruiting goals. The seven selected lead sources asked about were: ASVAB Student Testing Program, high school lists or student directories, referrals from applicants, advertising lead cards, community colleges, 4-year colleges and universities, and local merchants and community contacts. While a similar question was asked in the 1996 survey, only three of the items were comparable. Thus, no trend analysis will be reported.

Table 1.

*Recruiters Who Would Eliminate Each Advertising Element (percentage) – Questions 39 a-j*

	Local News- paper Ads	Advertising				Internet Recruiting Websites	Flyers/mailings produced:		Joint advertis- ing	Major local events
		Billboard	Television	Radio	Magazine		Locally	Recruiting Service		
Total Active DoD	7.4	3.5	1.5	2.9	4.1	3.8	6.5	7.9	42.2	2.4
Army	5.1	4.2	2.2	3.3	5.2	4.5	6.8	10.4	34.5	2.7
Navy	11.6	3.2	1.3	2.0	3.7	4.0	5.6	6.3	40.4	2.0
Marine Corps	9.0	1.6	1.0	3.2	2.2	3.0	5.2	4.0	54.8	2.0
Air Force	6.4	5.1	0.0	1.9	4.2	2.4	9.6	9.0	49.4	2.3
Coast Guard	4.9	6.3	0.0	0.8	12.8	2.4	10.0	8.8	22.3	3.3
Total Reserve and Guard	7.8	7.5	1.5	2.1	8.9	4.5	5.0	9.4	39.7	4.1
Army Reserve	7.3	7.1	3.5	0.9	4.4	4.3	5.5	9.9	38.6	3.1
Army National Guard	7.7	8.3	0.9	2.4	10.8	5.0	4.4	9.3	40.7	4.8
Naval Reserve	7.3	4.6	0.0	1.6	5.8	3.1	5.0	8.6	33.8	2.8
Air Force Reserve	13.1	4.4	0.7	3.6	11.6	6.9	8.1	7.2	35.2	4.3
Air National Guard	7.4	10.4	0.9	3.1	13.5	1.3	6.1	11.6	47.7	4.0

Chi-Square Significance	Local News- paper Ads	Advertising				Internet Recruiting Websites	Flyers/mailings produced:		Joint advertis- ing	Major local events	
		Billboard	Television	Radio	Magazine		Locally	Recruiting Service			
Total Active DoD											
Army	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.01	n.s.	p < 0.01	p < 0.01	p < 0.01	n.s.	n.s.
Navy	p < 0.01	n.s.	p < 0.01	n.s.	n.s.	n.s.	n.s.	p < 0.05	n.s.	p < 0.01	p < 0.01
Marine Corps	n.s.	p < 0.01	p < 0.01	n.s.	p < 0.01	n.s.	n.s.	p < 0.01	p < 0.01	n.s.	n.s.
Air Force	n.s.	p < 0.05	p < 0.01	p < 0.01	n.s.	p < 0.05	p < 0.01	n.s.	p < 0.01	p < 0.01	p < 0.01
Coast Guard	n.s.	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.05	p < 0.01	p < 0.01	p < 0.01
Total Reserve and Guard											
Army Reserve	n.s.	p < 0.05	p < 0.01	p < 0.05	p < 0.01	n.s.	n.s.	n.s.	n.s.	p < 0.01	p < 0.01
Army National Guard	n.s.	n.s.	p < 0.01	n.s.	p < 0.01	n.s.	n.s.	n.s.	n.s.	n.s.	n.s.
Naval Reserve	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.05	n.s.	n.s.	p < 0.01	n.s.	n.s.
Air Force Reserve	p < 0.01	p < 0.01	p < 0.01	n.s.	p < 0.01	p < 0.01	p < 0.01	p < 0.05	n.s.	p < 0.01	p < 0.01
Air National Guard	n.s.	p < 0.05	p < 0.01	p < 0.01	p < 0.01	p < 0.01	n.s.	p < 0.05	p < 0.01	p < 0.01	p < 0.01

n.s. - not significant at the 0.05 level

n.s. - not significant at the 0.05 level

Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation

Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

## **Active Component**

Most active DoD recruiters regarded high school lists and student directories as extremely or very important; 88.7 percent classified these two sources as extremely or very important, and 84.3 percent regarded referrals from applicants that way as well. Some variability existed between individual Services. Only Air Force recruiters did not rate high school lists and student directories as most important (61.0 percent rated them as extremely or very important). Air Force recruiters were proportionately the most frequent Service to select referrals from applicants as extremely or very important (85.1%). Most (94.2%) of Marine Corps recruiters thought high school lists and student directories as well as referrals were extremely or very important. The source that most active DoD recruiters least frequently viewed as extremely or very important was 4-year colleges and universities. Army recruiters rated merchants and community contacts as the least important (34.3%), compared to 38.1 percent for 4-year colleges and universities.

Only 16.7 percent of Coast Guard recruiters rated high school lists and student directories as extremely or very important for attaining NPS recruiting goals. Instead, the lead source that they rated the highest was referrals from applicants. Two-thirds (67.5%) rated this source as extremely or very important, while only 6.5 percent rated 4-year colleges and universities that highly. In fact, proportionately fewer Coast Guard recruiters than active DoD recruiters regarded any of these sources as extremely or very important.

## **Reserve Component**

Reserve and Guard recruiters viewed referrals from applicants as an extremely or very important lead source for attaining NPS recruiting goals (86.0% rated them this way). Fewer Reserve and Guard recruiters than active DoD recruiters saw high school lists and directories as this important (66.1%). Army Reserve recruiters, however, rated high school lists and student directories the highest of any sources, with 87.5 percent selecting this source as extremely or very important.

As was found among active DoD recruiters, 33.5 percent of all Reserve and Guard recruiters selected 4-year colleges and universities as the source least frequently regarded as extremely or very important lead sources for attaining NPS recruiting goals. Army Reserve recruiters (31.2%) and Army National Guard recruiters (30.9%) were least prone to view local merchants and community contacts as an extremely or very important source. Proportionately the fewest Naval Reserve recruiters selected the ASVAB Testing Program as an extremely or very important source (30.4%), while the fewest recruiters from the Air National Guard categorized advertising lead cards this way (29.3%).



**Table 2.**  
**Importance of Each Lead Source for Attaining NPS Recruiting Goals/Missions (percentage Extremely or Very Important)**  
**– Questions 55 a-g**

	ASVAB Student Testing Program	High School lists/Student directories	Referrals from applicants	Advertising lead cards	Community Colleges	4-year colleges & universities	Local merchants & community contacts
Total Active DoD	68.0	88.7	84.3	54.5	40.2	28.3	35.9
Army	68.2	91.8	80.0	44.1	42.2	38.1	34.3
Navy	69.3	86.5	83.3	66.2	33.7	19.5	47.3
Marine Corps	70.3	94.2	94.2	66.9	45.6	21.5	32.6
Air Force	59.0	61.0	85.1	55.6	29.0	12.7	28.9
Coast Guard	27.9	16.7	67.5	27.1	17.9	6.5	30.1
Total Reserve and Guard	58.3	66.1	86.0	40.4	36.3	33.5	35.4
Army Reserve	69.0	87.5	77.9	40.6	39.8	36.8	31.2
Army National Guard	58.9	62.0	88.7	37.8	33.0	33.7	30.9
Naval Reserve	30.4	31.4	88.2	60.3	41.7	32.1	63.5
Air Force Reserve	31.5	39.1	85.3	47.6	40.0	14.3	33.3
Air National Guard	34.8	37.2	91.6	29.3	41.1	31.3	49.8

	ASVAB Student Testing Program	High School lists/Student directories	Referrals from applicants	Advertising lead cards	Community Colleges	4-year colleges & universities	Local merchants & community contacts
Total Active DoD							
Army	n.s.	p < 0.01	p < 0.01	p < 0.01	n.s.	p < 0.01	p < 0.05
Navy	n.s.	n.s.	n.s.	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Marine Corps	n.s.	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.01	n.s.
Air Force	p < 0.01	p < 0.01	n.s.	n.s.	p < 0.01	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.05
Total Reserve and Guard							
Army Reserve	p < 0.01	p < 0.01	p < 0.01	n.s.	p < 0.05	n.s.	n.s.
Army National Guard	n.s.	p < 0.01	p < 0.01	p < 0.05	p < 0.01	n.s.	p < 0.01
Naval Reserve	p < 0.01	p < 0.01	n.s.	p < 0.01	n.s.	n.s.	p < 0.01
Air Force Reserve	p < 0.01	p < 0.01	n.s.	n.s.	p < 0.05	p < 0.01	n.s.
Air National Guard	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.01	p < 0.01

n.s. - not significant at the 0.05 level

Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation

Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

## ***Benefits and Incentives That Were Important to Potential Recruits***

### ***Active Component***

Table 3 shows the percentages of active DoD recruiters who rated the importance of selected benefits/incentives to potential recruits as very important or extremely important. The percentages ranged from a high of 86.9 for job training and experience to a low of 39.5 for opportunity to travel. Among active DoD recruiters, the percentages that were statistically significant included: the enlistment bonus for all Services; the Montgomery GI Bill benefit for the Army, Navy, and Marine Corps; the Service college fund for the Army and Navy; medical benefits for the Army, Marine Corps, and Air Force; job training and experience for the Marine Corps; physical and mental challenge for the Army, Marine Corps, and Air Force; the opportunity to travel for all Services; military pay and allowances for the Army, Navy, and Air Force; and choice of first duty station for the Army, Navy, and Marine Corps.

In the Coast Guard, the percentages of recruiters who rated the importance of selected benefits/incentives to potential recruits as very important or extremely important ranged from a high of 85.0 for job training and experience to a low of 22.8 for physical and mental challenge. The percentages were statistically significant for enlistment bonus, Montgomery GI Bill benefit, Service college fund, physical and mental challenge, opportunity to travel, and choice of first duty station.

### ***Reserve Component***

In the Reserve Component, the percentages of recruiters who rated the importance of selected benefits/incentives to potential recruits as very important or extremely important ranged from a high of 90.4 for the Montgomery GI Bill benefit to a low of 29.6 for opportunity to travel. Among recruiters in the Reserve Component, the percentages that were statistically significant included enlistment bonus for the Air National Guard; Montgomery GI Bill benefit for the Army Reserve, Army National Guard, Naval Reserve, and Air National Guard; Service college fund for all Components; medical benefits for the Army Reserve, Army National Guard, and Naval Reserve; job training and experience for the Army National Guard, Air Force Reserve, and Air National Guard; physical and mental challenge for the Army Reserve, Naval Reserve, and Air Force Reserve; opportunity to travel for all Components; and choice of first duty station for the Air Force Reserve. No significant percentages were found for military pay and allowances.

Thus, for the Reserve Component, as well as for the Active Component, economic incentives were judged as the most important. For the Reserve and Guard Components, however, the GI Bill benefits were considered more important, overall, than military pay and allowances.

**Table 3.**  
**Importance of Each Benefit/Incentive to Potential Recruits (percentage Extremely or Very Important) – Questions 40 a-i**

	Enlist- ment Bonus	Montgomery GI Bill Benefit	Service College Fund	Medical Benefits	Job Training & Experience	Physical & Mental Challenge	Opportunity to Travel	Military Pay & Allowances	Choice of First Duty Station
Total Active DoD	67.1	75.0	75.1	50.6	86.9	51.2	39.5	80.8	67.4
Army	71.0	66.5	71.0	47.7	85.8	40.1	33.4	77.7	68.2
Navy	71.1	82.1	83.5	48.3	85.6	48.5	54.4	83.4	76.7
Marine Corps	53.6	85.8	76.1	60.3	91.2	83.2	46.2	82.8	58.9
Air Force	72.9	76.3	77.5	45.9	84.6	33.7	26.6	85.5	67.6
Coast Guard	53.6	83.5	57.0	48.8	85.0	22.8	26.0	78.0	73.0
Total Reserve and Guard	76.3	90.4	77.2	59.7	77.1	45.8	29.6	81.7	52.1
Army Reserve	78.0	84.2	75.5	53.0	77.9	39.1	24.3	79.0	50.0
Army National Guard	76.7	94.2	74.7	59.8	74.0	47.7	26.5	83.0	52.1
Naval Reserve	74.4	80.0	89.9	75.2	80.6	57.1	52.4	83.4	52.6
Air Force Reserve	78.7	93.4	89.8	63.2	87.1	34.8	34.8	79.4	62.7
Air National Guard	67.0	96.1	88.4	59.7	87.4	48.0	37.6	80.4	59.3

	Enlist- ment Bonus	Montgomery GI Bill Benefit	Service College Fund	Medical Benefits	Job Training & Experience	Physical & Mental Challenge	Opportunity to Travel	Military Pay & Allowances	Choice of First Duty Station
Chi-Square Significance									
Total Active DoD									
Army	p < .01	p < .01	p < .01	p < .01	n.s.	p < .01	p < .01	p < .01	p < .05
Navy	p < .05	p < .01	p < .01	n.s.	n.s.	n.s.	p < .01	p < .05	p < .01
Marine Corps	p < .01	p < .01	n.s.	p < .01	p < .01	p < .01	p < .01	n.s.	p < .01
Air Force	p < .01	n.s.	n.s.	p < .01	n.s.	p < .01	p < .01	p < .01	n.s.
Coast Guard	p < .01	p < .01	p < .01	n.s.	n.s.	p < .01	p < .01	n.s.	p < .01
Total Reserve and Guard									
Army Reserve	n.s.	p < .01	p < .05	p < .01	n.s.	p < .01	p < .01	n.s.	n.s.
Army National Guard	n.s.	p < .01	p < .01	p < .01	p < .01	n.s.	p < .01	n.s.	n.s.
Naval Reserve	n.s.	p < .01	p < .01	p < .01	n.s.	p < .01	p < .01	n.s.	n.s.
Air Force Reserve	n.s.	n.s.	p < .01	n.s.	p < .01	p < .01	p < .01	n.s.	p < .05
Air National Guard	p < .01	p < .01	p < .01	n.s.	p < .01	n.s.	p < .01	n.s.	n.s.

n.s. - not significant at the 0.05 level

Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation

Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

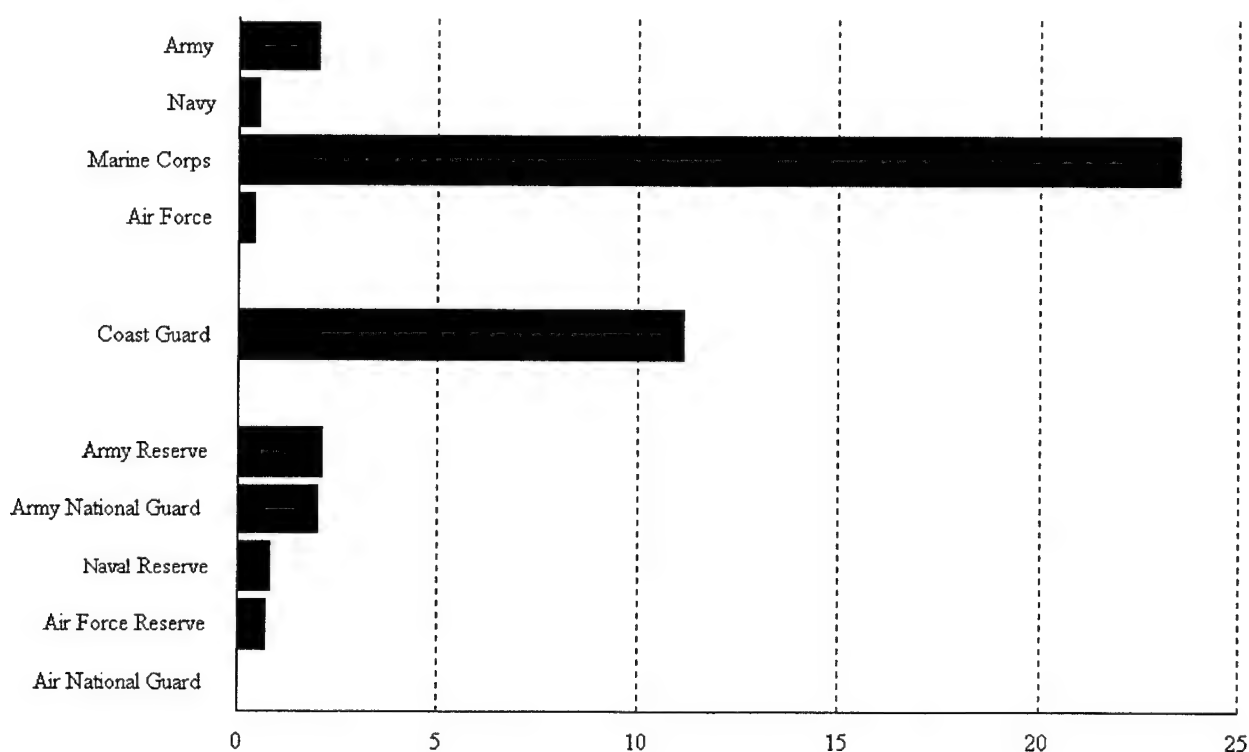
## ***Access to a Computer or Laptop in the Office for Work Purposes***

### ***Active Component***

This section combined information from three questions in the survey regarding access to a computer or laptop: access to one's own personal computer in their office; access to someone else's computer in their office; and access to a laptop for recruiting duty (see Appendix D, Table D-49). As can be readily observed, the majority (93.3%) of active DoD recruiters reported access to a personal computer or laptop in their office. Figure 51 shows that of the individual active DoD Services, Marine Corps recruiters reported the highest percentage without access to a computer or laptop in the office (23.5%). In all other active DoD Services, less than 5 percent of recruiters reported being without access to any computer in the office (2.0% for Army, 0.5% for Navy, and 0.4% for Air Force). Relative to active DoD recruiters, overall, a relatively high percentage (11.1%) of Coast Guard recruiters reported not having access to an office computer.

**Figure 51.**

***Percentage With No Access to a Computer or Laptop in Office for Work Purposes***  
***- Questions 64a1, 64a2 and 64c***



### ***Reserve Component***

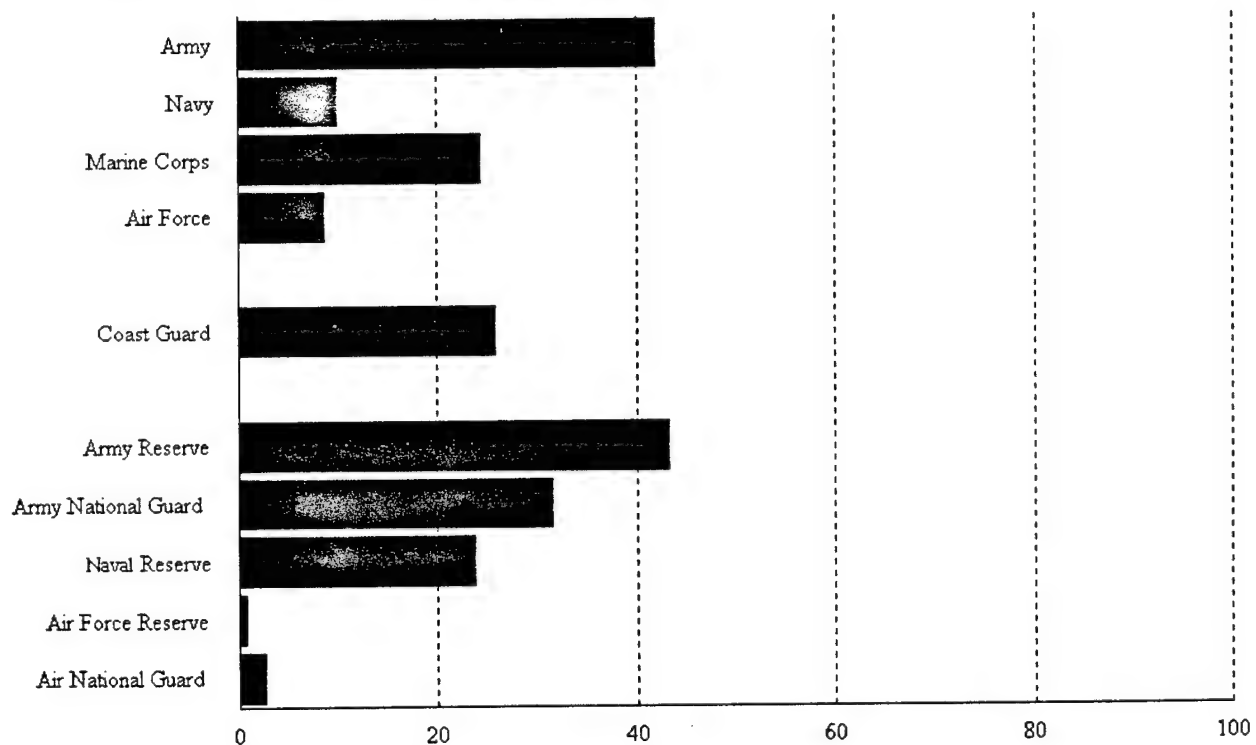
A somewhat higher percentage of Reserve and Guard recruiters than active DoD recruiters had access to an office computer or laptop (98.3% and 93.3%, respectively). Unlike active DoD Services, there was very little variation across Reserve Components. None of the Air National Guard recruiters reported they were without access to an office computer or laptop.

## Access to the Internet

### Active Component

Nearly three-quarters (71.8%) of active DoD recruiters had access to the Internet either at the office or at home (see Appendix D, Table D-50). However, there was significant variation among the Services. As Figure 52 indicates, 41.9 percent of Army recruiters (highest of all active Services) were without access to the Internet either at home or at the office. A similar percentage (43.7%) had access to the Internet only at home. A significant percentage of Marine Corps recruiters also did not have any access to the Internet (24.3%). However, unlike the Army, about equal percentages of Marine Corps recruiters had access to the Internet at the office only, at home only, and both at the office and home (26.7%, 23.1%, and 25.9%, respectively). A relatively small percentage of Navy and Air Force recruiters reported being without access to the Internet (10.0% and 8.6%, respectively) and most said they had access to the Internet at the office (82.3% and 80.0%, respectively). About one-quarter (25.8%) of Coast Guard recruiters responded that they had no access to the Internet. Two-fifths (40.3%) reported that they had access to the Internet at home only.

**Figure 52.**  
*Percentage With No Access to the Internet - Question 65a*



### Reserve Component

Overall, over two-thirds (69.6%) of Reserve and Guard recruiters said they had access to the Internet, either at home or at work or at both locations (see Appendix D, Table D-50). Only 42.2 percent had access at work. On this item, differences between Reserve Components were

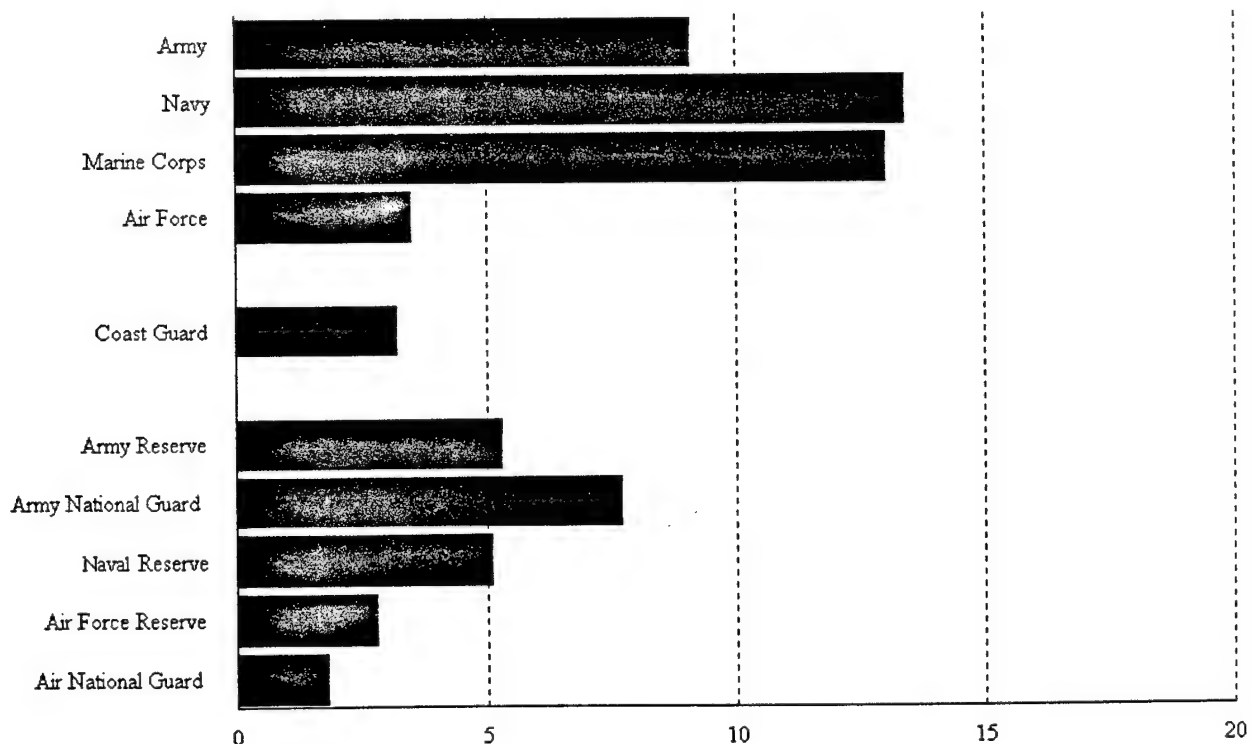
substantial. For the Air Force Reserve, less than 1 percent (0.7%) of recruiters indicated that they had no access to the Internet, as shown in Figure 52. Very few Air National Guard recruiters reported no access to the Internet (2.6%). In stark contrast, 43.3 percent of Army Reserve recruiters reported they had no access to the Internet at home or at work. The same percentage (43.3%) of Army Reserve recruiters reported they had access to the Internet at home only, along with an additional 8.2 percent who reported access both at home and at the office. Substantial percentages of recruiters in the Army National Guard and Naval Reserve were without any access to the Internet (31.5% and 23.8%, respectively). Almost half (49.7%) of Army National Guard recruiters and 62.5 percent of Naval Reserve recruiters, however, had access to the Internet at home.

### ***Utilization of the Internet for Those With Access***

#### ***Active Component***

Overall, nine out of ten (89.7%) active DoD recruiters with Internet access said they used it (see Appendix D, Table D-51). Across the active DoD Services, this percentage ranged from 96.5 for Air Force recruiters to 86.5 for Navy recruiters. However, for active DoD recruiters as a whole, only 46.9 percent with Internet access indicated they used it at work. By Service, reported Internet use at work (among those with Internet access) varied substantially: 79.3 percent for Air Force recruiters, 70.0 percent for Navy recruiters, 54.1 percent for Marine Corps recruiters, and only 16.3 percent for Army recruiters.

**Figure 53.**  
***Of Recruiters Who Had Access to the Internet, Percentage That Did Not Use the Internet***  
**- Question 65b**



Among Coast Guard recruiters, 96.8 percent with Internet access reported using it, but only 33.4 percent reported using it at work. Almost two-thirds (63.4%) with access to the Internet used it exclusively at home. Figure 53 displays, by Service and Component, the recruiters who did not use the Internet as a percentage of those who had access to the Internet.

### ***Reserve Component***

Fully 93.9 percent of Reserve and Guard recruiters with Internet access reported that they used it. When the various Components were examined, this percentage ranged between 92.4 for the Army National Guard and 98.2 for the Air National Guard. Among those with access, over half (51.8%) said they used the Internet at work. Among the Components, the percentage of recruiters who used the Internet at work varied enormously: 92.5 percent in the Air National Guard and 91.5 percent in the Air Force Reserve, 60.0 percent in the Naval Reserve, 52.3 percent in the Army National Guard, and only 16.1 percent in the Army Reserve. Over three-quarters (78.6%) of Army Reserve recruiters with access to the Internet used it exclusively at home.

### ***Ways in Which Recruiters Used the Internet***

Recruiters used the Internet in a variety of ways. Knowledge of how they used the Internet was gained from a set of questions in the 1998 survey. Table 4 combined the responses to this set of questions.

### ***Active Component***

The majority of active DoD recruiters who used the Internet used it for e-mail purposes (69.8%). The next most frequent ways that active DoD recruiters used the Internet was for electronic forms as a replacement for paper forms (35.5%) and loading and automatically updating leads (35.2%). However, there was variation among the Services -- only 61.8 percent of Army recruiters used the Internet for e-mail, while 84.0 percent of Air Force used it for e-mail. For Air Force recruiters and Marine Corps recruiters, the second most common way that the Internet was used was for replacement of paper forms by electronic forms (46.9% and 30.7%, respectively). In contrast, for Army recruiters and Navy recruiters, the second most common way that the Internet was used was for loading and updating leads automatically.

For Coast Guard recruiters, the most common usage for the Internet was for e-mail (66.0%). However, unlike active DoD recruiters, the second most common way that Coast Guard recruiters used the Internet was to access the Recruiting Command website (36.2%).

### ***Reserve Component***

Overall, like active DoD recruiters, the majority of Reserve and Guard recruiters used the Internet for e-mail (76.0%). The second most common way that they used the Internet was to replace paper forms with electronic forms (50.9%). Broken down by Component, only Air Force Reserve recruiters reported that they more frequently used the Internet to replace paper forms with electronic forms (91.6%) than for e-mail (90.2%). For those Components that reported e-mail as the most common use for the Internet, there was considerable variation in the percentages: 86.0 percent of Air National Guard recruiters; 78.1 percent of Army National Guard recruiters, 73.4 percent of Naval Reserve recruiters, and 63.4 percent of Army Reserve

**Table 4.**  
**Ways Recruiters Used the Internet in Their Job (percentage) - Question 66**

	E-mail	Electronic Bulletin Board	Command	Recruiting Web Site	Leads Loaded & Updated Automatically	Electronic forms replacing paper forms	Other Internet Uses
Total Active DoD	69.8	19.8	25.1		35.2	35.5	22.3
Army	61.8	19.1	17.9		46.6	43.3	20.1
Navy	75.0	22.9	32.2		53.8	19.4	18.9
Marine Corps	69.6	16.6	21.7		9.9	30.7	26.9
Air Force	84.0	22.4	39.6		17.8	46.9	25.9
Coast Guard	66.0	12.8	36.2		11.7	13.8	19.1
Total Reserve and Guard	76.0	37.5	33.4		39.3	50.9	24.6
Army Reserve	63.4	15.7	15.7		42.4	55.0	24.6
Army National Guard	78.1	34.7	25.9		36.9	46.2	23.8
Naval Reserve	73.4	46.4	40.6		46.4	37.0	30.6
Air Force Reserve	90.2	85.3	82.5		49.0	91.6	25.9
Air National Guard	86.0	58.3	71.9		30.7	75.4	21.8

Chi-Square Significance	E-mail	Electronic Bulletin Board	Command	Recruiting Web Site	Leads Loaded & Updated Automatically	Electronic forms replacing paper forms	Other Internet Uses
Total Active DoD	N/A	N/A	N/A		N/A	N/A	N/A
Army	p < 0.01	n.s.	p < 0.01		p < 0.01	p < 0.01	n.s.
Navy	p < 0.01	p < 0.05	p < 0.01		p < 0.01	p < 0.01	p < 0.05
Marine Corps	n.s.	p < 0.05	p < 0.05		p < 0.01	p < 0.05	p < 0.05
Air Force	p < 0.01	n.s.	p < 0.01		p < 0.01	p < 0.01	p < 0.05
Coast Guard	n.s.	p < 0.01	p < 0.01		p < 0.01	p < 0.01	n.s.
Total Reserve and Guard	N/A	N/A	N/A		N/A	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	p < 0.01		n.s.	p < 0.05	n.s.
Army National Guard	n.s.	p < 0.05	p < 0.01		n.s.	p < 0.01	n.s.
Naval Reserve	n.s.	p < 0.01	p < 0.01		p < 0.01	p < 0.01	p < 0.05
Air Force Reserve	p < 0.01	p < 0.01	p < 0.01		p < 0.01	p < 0.01	n.s.
Air National Guard	p < 0.01	p < 0.01	p < 0.01		p < 0.01	p < 0.01	n.s.

n.s. - not significant at the 0.05 level

Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



recruiters. With respect to the second most common way that recruiters used the Internet, Naval Reserve recruiters were the only ones that did not report replacing paper forms with electronic forms. Their second most common reasons for using the Internet were for accessing electronic bulletin boards and loading and updating leads automatically (46.4% for each).

## Accessibility and Appearance of Recruiting Office

Recruiters were asked to judge their recruiting office on: location, professional environment and pleasantness. The results of the recruiter assessments are presented in Figures 54 through 56.

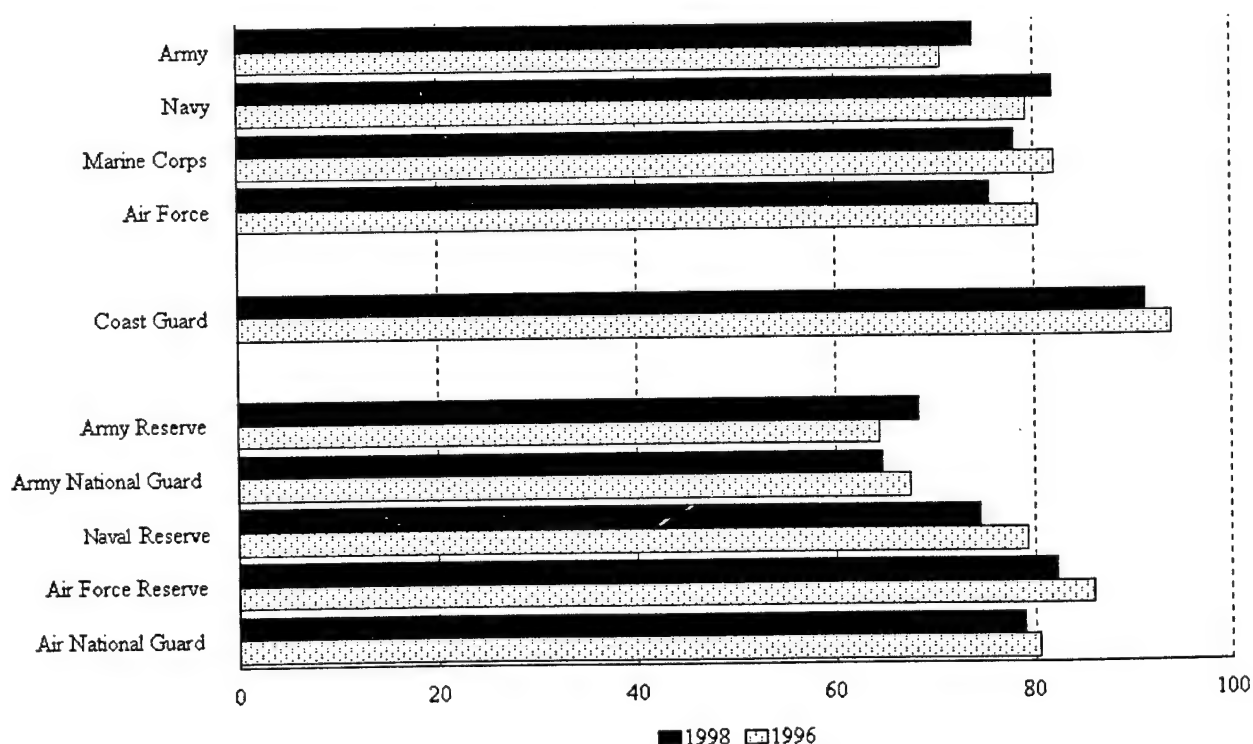
### *Office Presented a Professional Environment*

#### **Active Component**

Among all active DoD recruiters, 76.7 percent agreed that their office presented a professional environment (see Appendix D, Table D-52). The two Services whose recruiters expressed a lower level of agreement were the Army (74.1%) and Air Force (75.6%). Figure 54 presents the percentage of recruiters in each Service and Component who agreed that their office presented a professional environment. Proportionately more Coast Guard recruiters voiced agreement with the statement that their office presented a professional environment than any of the active DoD recruiters (91.3% agreed and only 3.2% disagreed).

**Figure 54.**

*Percentage Agreeing Their Recruiting Office Presented a Professional Environment - Question 52a*



The views expressed in 1998 were not significantly different than those expressed in 1996. Of the Services, the Air Force was the only Service that changed significantly (80.5% agreed in 1996 compared to 75.6% agreed in 1998). Coast Guard recruiters also exhibited significant changes since 1996 regarding whether or not their office presented a professional environment (93.9% agreed in 1996 and 91.3% agreed in 1998).

### ***Reserve Component***

Altogether, 68.5 percent of Reserve and Guard recruiters reported that their office presented a professional environment. Among the Components, only those recruiters representing the Army National Guard expressed less agreement (64.8%). On the other hand, substantially more Naval Reserve, Air Force Reserve, and Air National Guard recruiters voiced agreement (74.6%, 82.3%, and 79.0%, respectively). There was no significant change between 1996 and 1998 in the perceptions of Reserve and Guard recruiters with regard to the professional appearance of their office environment.

### ***Office Presented a Pleasant Environment***

#### ***Active Component***

Three-fourths (75.4%) of all active DoD recruiters agreed that their recruiting office presented a pleasant environment (see Appendix D, Table D-53) and 13.6 percent disagreed. Army recruiters were the least positive (71.2 percent agreed; 15.2 percent disagreed). As Figure 55 shows, 83.2 percent of Navy recruiters and 78.5 percent of Marine Corps recruiters agreed. For Air Force recruiters, 74.0 percent agreed with the statement.

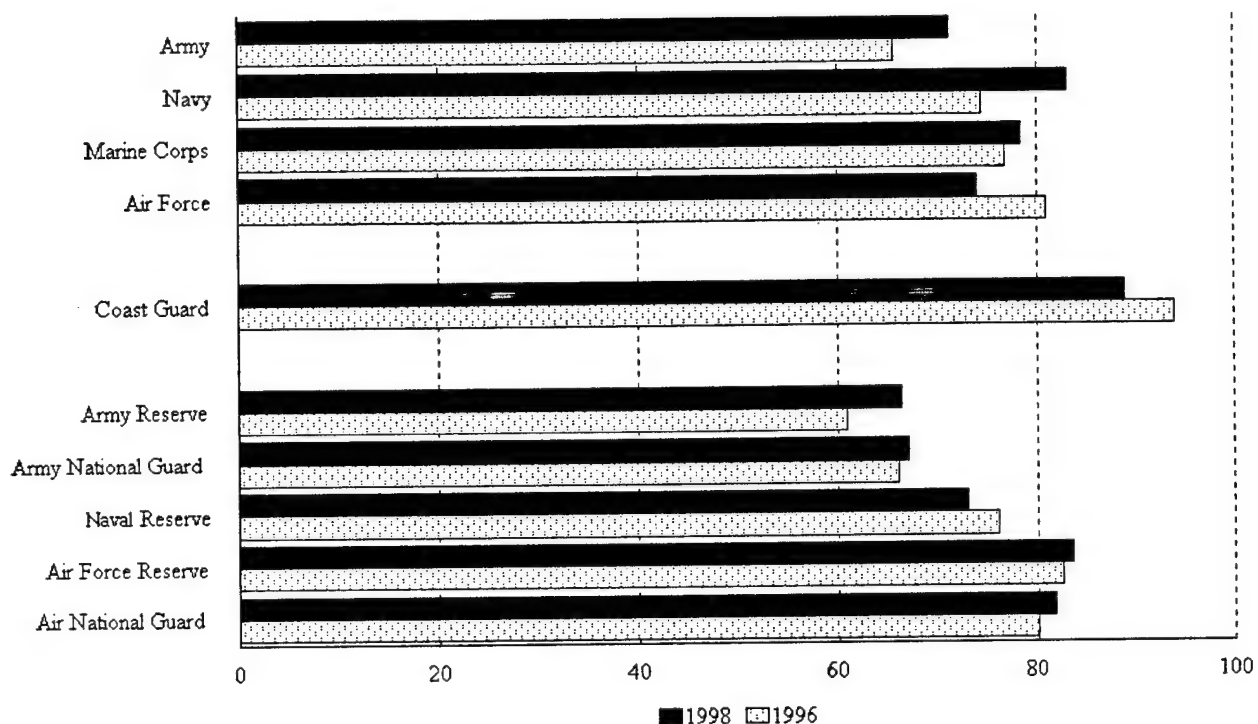
Recruiters from the Coast Guard viewed their office environment most positively among all Active Component recruiters: 88.9 percent agreed, and only 4.8 percent disagreed that their recruiting offices provided a pleasant environment for potential recruits.

The overall trend since 1996 showed an increasing tendency for active DoD recruiters to agree that their recruiting offices provided a pleasant environment for potential recruits (71.4% agreed in 1996 and 75.4% agreed in 1998). Only Air Force recruiters showed a decline in agreement, from 80.9 percent in 1996 to 74.0 percent in 1998.

#### ***Reserve Component***

Among all Reserve and Guard recruiters, slightly over two-thirds (69.2%) agreed that their office provided a pleasant environment for applicants. However, the variation in this perception across the Components was large. Among Army Reserve recruiters, the percentage who agreed was lower (66.4%). The Army National Guard resembled the Reserve Component average. Levels of agreement were higher for the other Components: 73.0 percent for Naval Reserve, 83.6 percent for Air Force Reserve, and 81.9 percent for Air National Guard. Since the 1996 survey, Reserve and Guard recruiters did not significantly change their perceptions regarding the pleasantness of their office environment.

**Figure 55.**  
**Percentage Agreeing Their Recruiting Office Presented a Pleasant Environment**  
**- Question 52b**



### ***Office Was Conveniently Located***

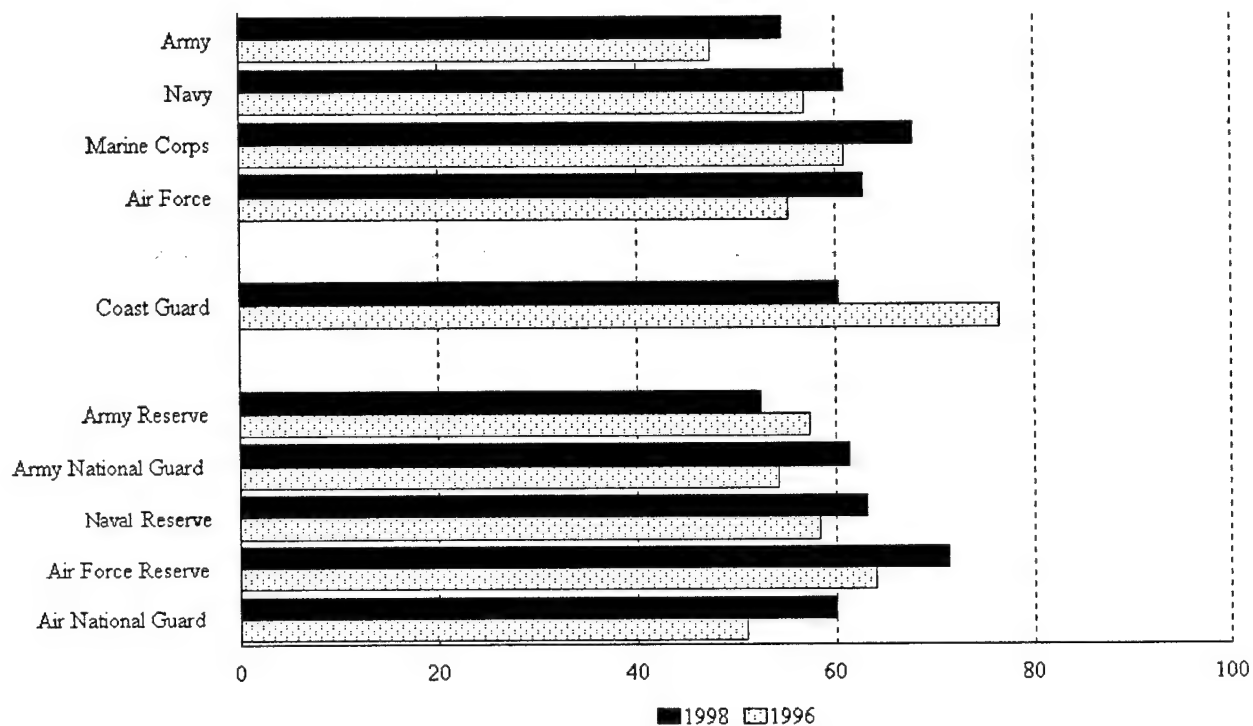
#### ***Active Component***

The level of agreement among total active DoD recruiters with regard to the convenience of their office location was much lower than the level of agreement which existed regarding recruiting office pleasantness and professional appearance. About two-fifths (59.8%) perceived that their offices were conveniently located (see Appendix D, Table D-54). This percentage was even lower among Army recruiters, (54.7 percent), with over one-third (34.5%) disagreeing. Figure 56 shows that the percentages of Navy, Marine Corps and Air Force recruiters who agreed were somewhat larger (60.9%, 67.8% and 62.9%, respectively). Similarly, 60.3 percent of Coast Guard recruiters agreed and 23.0 percent disagreed that their office was conveniently located.

Despite recruiters' relatively negative outlook on the convenience of their office location, there was an increase between 1996 and 1998 in the percentage of active DoD recruiters who perceived that their offices were conveniently located for potential recruits (53.3% agreed in 1996 and 59.8% agreed in 1998). Coast Guard recruiters, in contrast to active DoD recruiters, showed a dramatic decline between 1996 and 1998 in the percentage who believed that their offices were conveniently located (76.5% and 60.3%, respectively).

**Figure 56.**

***Percentage Agreeing Their Recruiting Office Was Conveniently Located and Accessible  
- Question 52c***



### ***Reserve Component***

The level of agreement among Reserve Component recruiters with regard to the convenience of their office location to applicants also was lower in comparison with other physical features of the office. About six out of ten (59.7%) Reserve and Guard recruiters agreed that their office location was convenient for recruits, and 29.1 percent disagreed. (See Appendix D, Table D-54). Only recruiters from the Army Reserve, Naval Reserve and Air Force Reserve registered opinions that were significantly different, shown in Figure 56. Among Air Force Reserve, 71.4 percent agreed, and among Naval Reserve, 63.1 percent agreed. In the Army Reserve, however, only 52.6 percent of recruiters saw their office as conveniently located for potential recruits.

The percentage of Reserve Component recruiters who believed their offices were conveniently located increased slightly between 1996 (55.7%) and 1998 (59.7%). The Army Reserve was the only Component showing a significant decline in the percentage believing their offices were conveniently located between 1996 and 1998 (57.4% and 52.6%, respectively).

## Attributes of Recruiters

The 1998 survey included three questions asking about recruiting capabilities and other attributes of their fellow recruiters. Specifically, they were asked about salesmanship, whether better recruiters made up for poor recruiters in reaching quotas, and about the experience level of recruiters in general.

### *Role of Salesmanship in Recruiter Success*

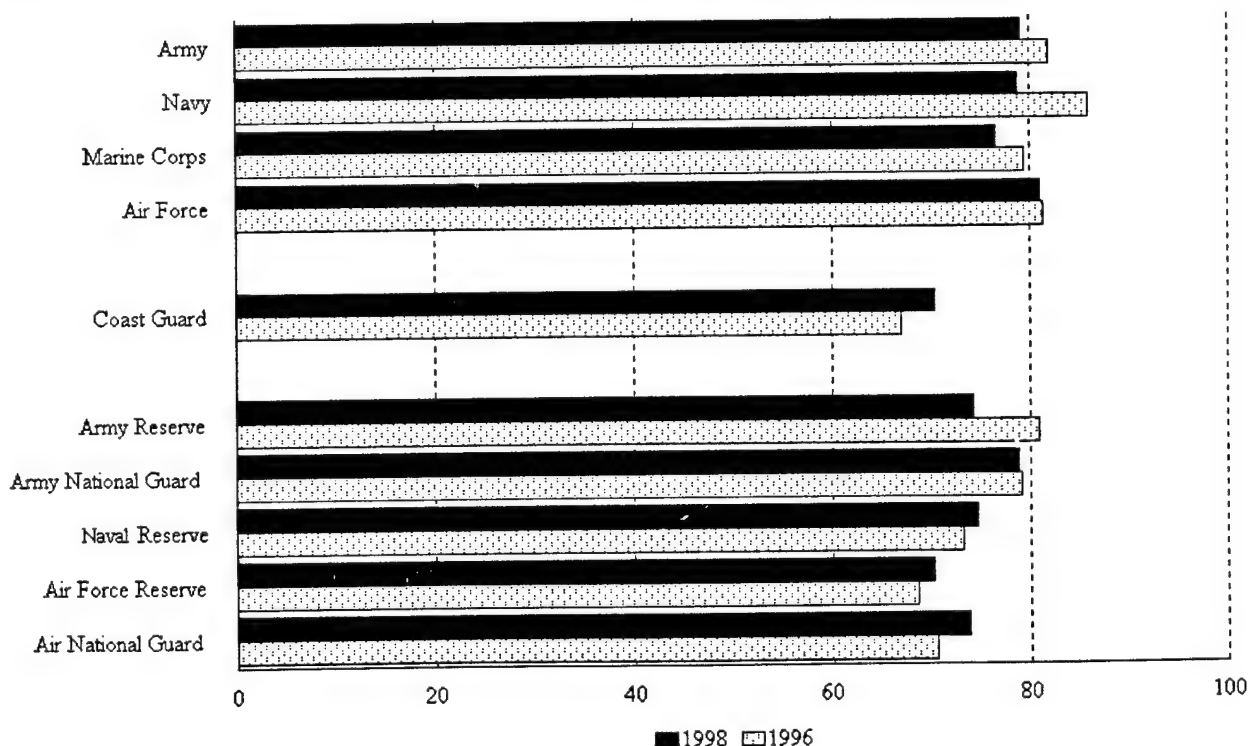
#### **Active Component**

Active DoD recruiters overwhelmingly agreed (78.6%) that some recruiters were not successful because they lacked an aptitude for sales (see Appendix D, Table D-55). In each of the four Services--Army, Navy, Marine Corps, and Air Force--approximately eight out of ten recruiters were in agreement (shown in Figure 57). In the Coast Guard, proportionately fewer recruiters (70.4%) agreed that some recruiters lacked salesmanship.

There was little change in the distribution of responses by Army, Marine Corps, and Air Force recruiters to this question from the 1996 survey. On the other hand, proportionately more Navy recruiters in 1996, agreed that some recruiters lacked salesmanship (85.8% in 1996 and 78.8% in 1998). Coast Guard recruiters did not show any significant change in the distribution of responses since the 1996 survey.

**Figure 57.**

***Percentage Agreeing That Some Recruiters Were Not Successful Because They Lacked an Aptitude for Sales - Question 60c***



## Reserve Component

The view of Reserve and Guard recruiters was very similar to that of active DoD recruiters: 76.5 percent agreed that some recruiters were not successful because they lacked an aptitude for sales. Within each of the Components, the overall pattern of response was very similar. Army Reserve recruiters showed significant change in their responses to this question since the last administration: 80.8 percent in 1996 and 74.2 percent in 1998 agreed with the statement that some recruiters were unsuccessful because they lacked an aptitude for sales.

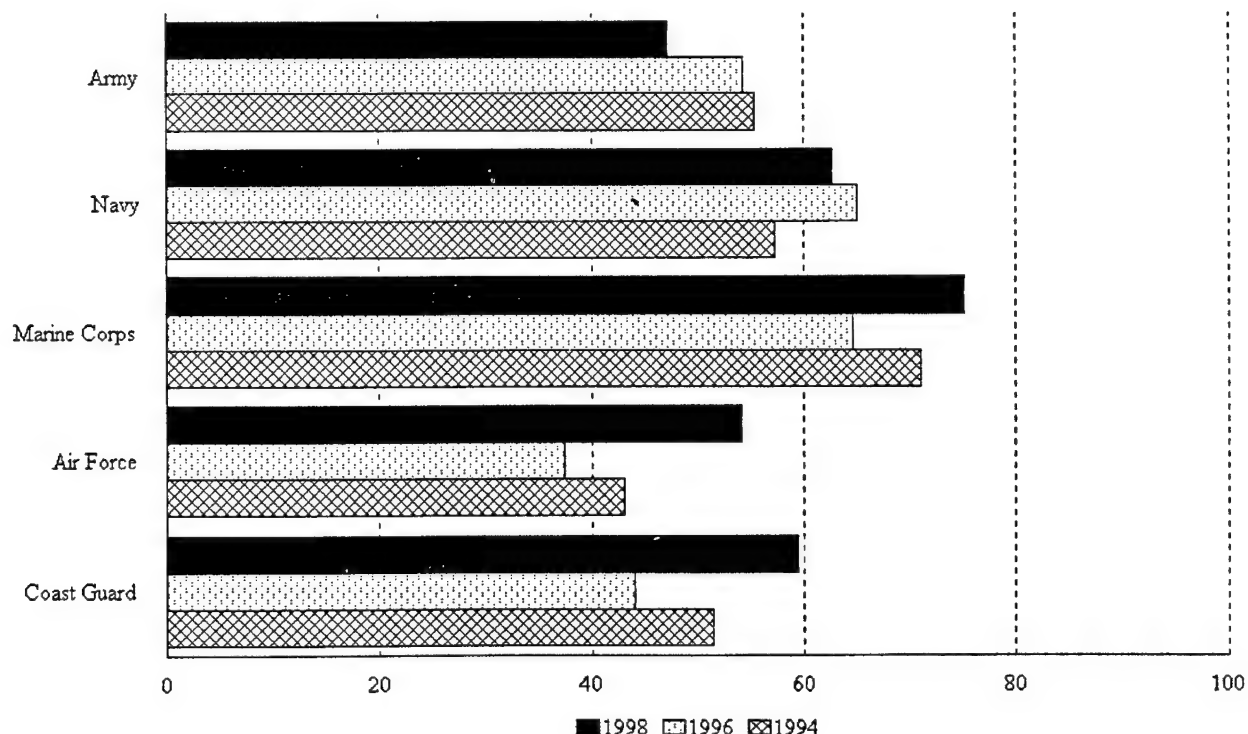
## Good Recruiters Made Up for Less Capable

### Active Component

The majority of active DoD recruiters (57.4%) agreed that the good recruiters in an office made up for others who could not make their recruiting quota (see Appendix D, Table D-56). Only one-quarter (25.4%) disagreed. As Figure 58.1 displays, Marine Corps recruiters (75.2%) and Navy recruiters (62.7%) showed the most agreement. While not as extreme, both Air Force recruiters and Army recruiters showed more agreement than disagreement with this statement (54.1% and 47.2% agreed, respectively). The majority of Coast Guard recruiters agreed that good recruiters could make up for less capable ones (59.5%).

Figure 58.1.

*Active Component: Percentage Agreeing That Good Recruiters Made Up for Those Who Could Not Make Quotas - Question 60d*



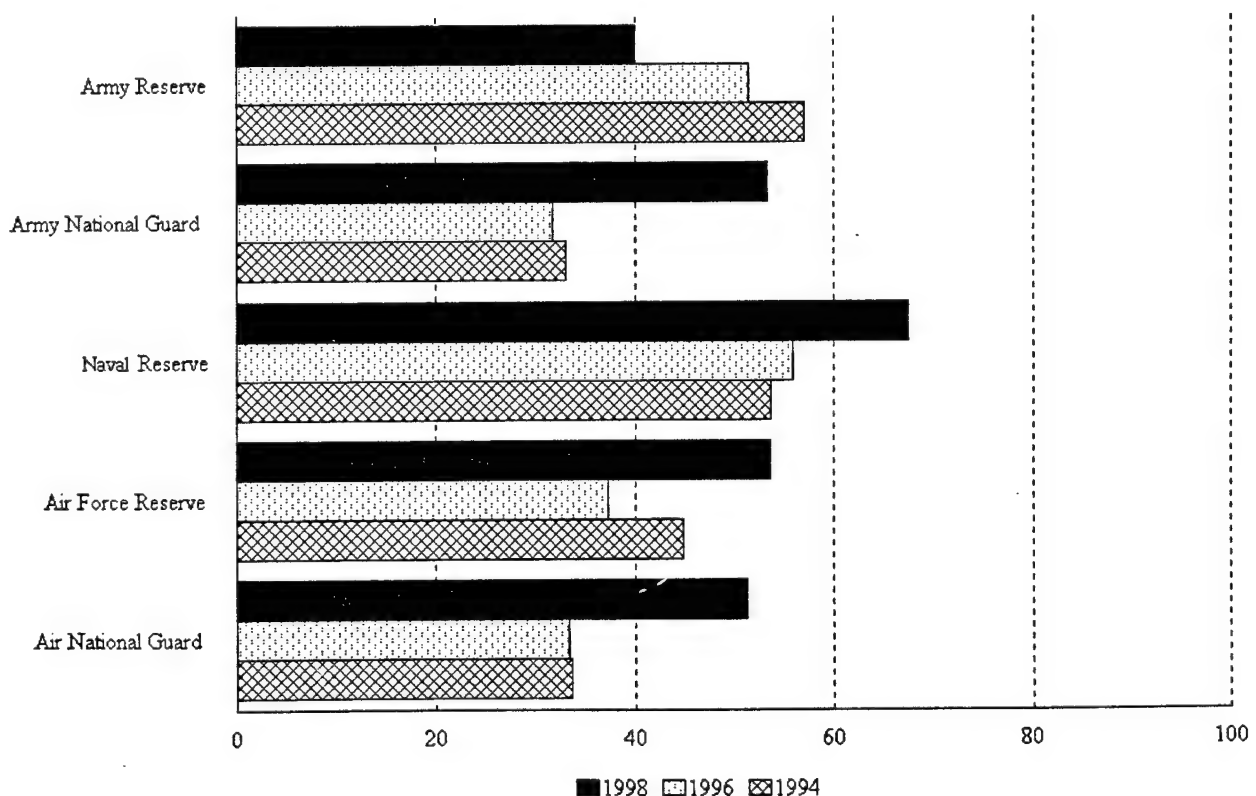
Between 1996 and 1998 there was a significant change in the distribution of active DoD recruiters who believed that good recruiters made up for others who fell behind in meeting their recruiting goals. In 1996, 21.9 percent disagreed (compared to 25.4% in 1998), and 57.8 percent agreed (compared to 57.4% in 1998). In the 1996 survey, Air Force recruiter opinions were fairly evenly split, with 37.5 percent agreeing and 32.6 percent disagreeing that good recruiters compensated for less capable ones. In 1998, a majority of Air Force recruiters agreed (54.1%) with this statement and a little over one-quarter disagreed (28.2%). Likewise, Coast Guard recruiters in 1996 were more evenly split compared to 1998 in their opinions (44.0% agreed and 23.0% disagreed in 1996 and 59.5% agreed and 17.2% disagreed in 1998) regarding the statement that good recruiters made up for others who failed to reach their quotas.

### **Reserve Component**

Consistent with active DoD recruiters, 50.8 percent of Reserve and Guard recruiters agreed that good recruiters made up for others. However, there were significant differences among Components. Army Reserve recruiters were the most evenly divided on this issue (40.1% agreed and 37.3% disagreed). In comparison, Naval Reserve recruiters were the most divided (67.4% agreed and 14.4% disagreed). Figure 58.2 displays the percentage of Reserve and Guard recruiters who agreed that good recruiters made up for those who could not make their recruiting quotas.

**Figure 58.2.**

***Reserve Component: Percentage Agreeing That Good Recruiters Made Up for Those Who Could Not Make Quotas - Question 60d***



Again, as was the case with active DoD recruiters, there was a significant shift in opinion among Reserve and Guard recruiters regarding the ability of good recruiters to make up for less capable ones. In 1996, Reserve and Guard recruiters were more evenly divided on this issue (39.9% agreed and 34.6% disagreed). Proportionately more Army National Guard recruiters and Air National Guard recruiters in 1996 disagreed than agreed (31.6% agreed and 40.5% disagreed in the Army National Guard and 33.3% agreed and 42.5% disagreed in the Air National Guard in 1996).

### ***Perceived Experience Level of Fellow Recruiters***

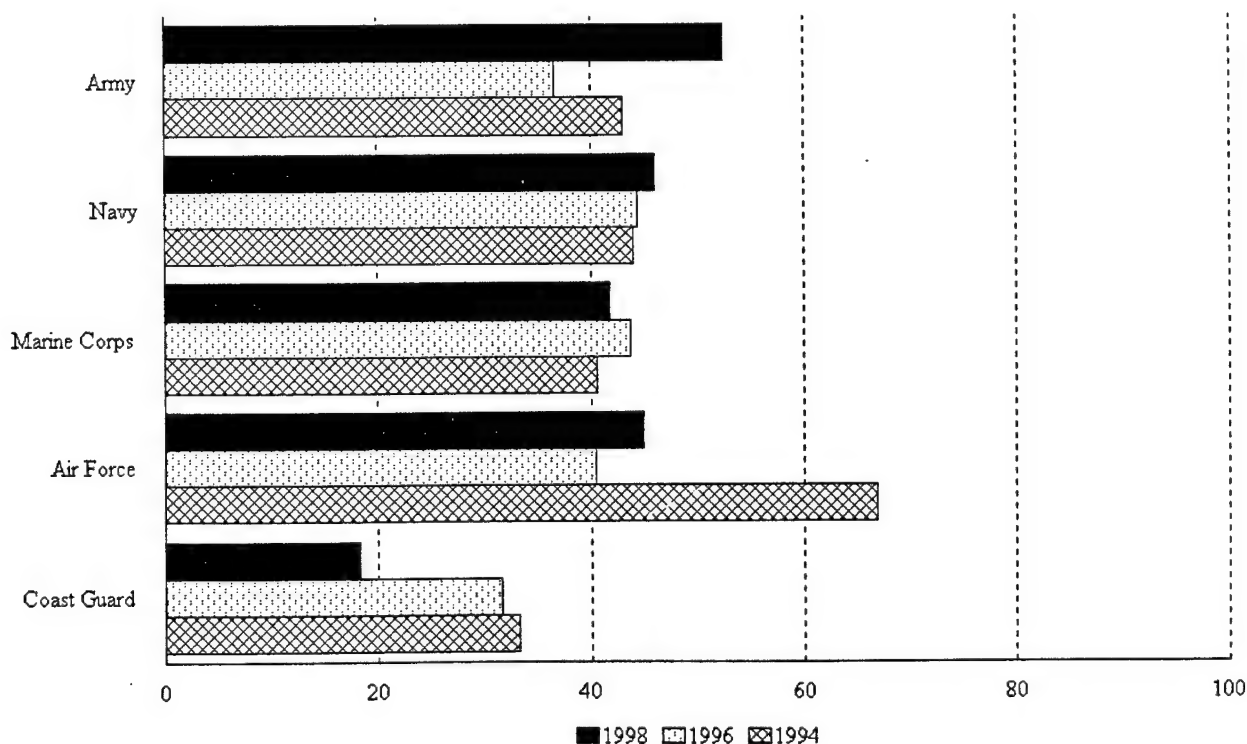
#### ***Active Component***

Almost half, (48.0%) of active DoD recruiters reported lower experience levels of fellow recruiters compared to 2 years before or when they started recruiting, while 17.9 percent reported greater experience levels since 1996 (see Appendix D, Table D-57). Within each of the active DoD Services, there was a somewhat similar breakdown. Figure 59.1 shows the percentage of recruiters, by Service, reporting that the experience level of fellow recruiters was lower than it was in 1996.

In contrast, 34.9 percent of Coast Guard recruiters said that experience levels were higher than they were in 1996, which was nearly twice the percentage of Coast Guard recruiters who said experience levels were lower (18.3%). This was surprising since 17.3 percent of responding

**Figure 59.1.**

***Active Component: Percentage Reporting That Experience Level of Fellow Recruiters Was Less - Question 61m***





Coast Guard recruiters possessed 6 or more years of experience (see Appendix D, Table D-5). This was a significant decrease since the 1996 survey when nearly one-fourth of Coast Guard recruiters had 6 or more years of recruiting experience.

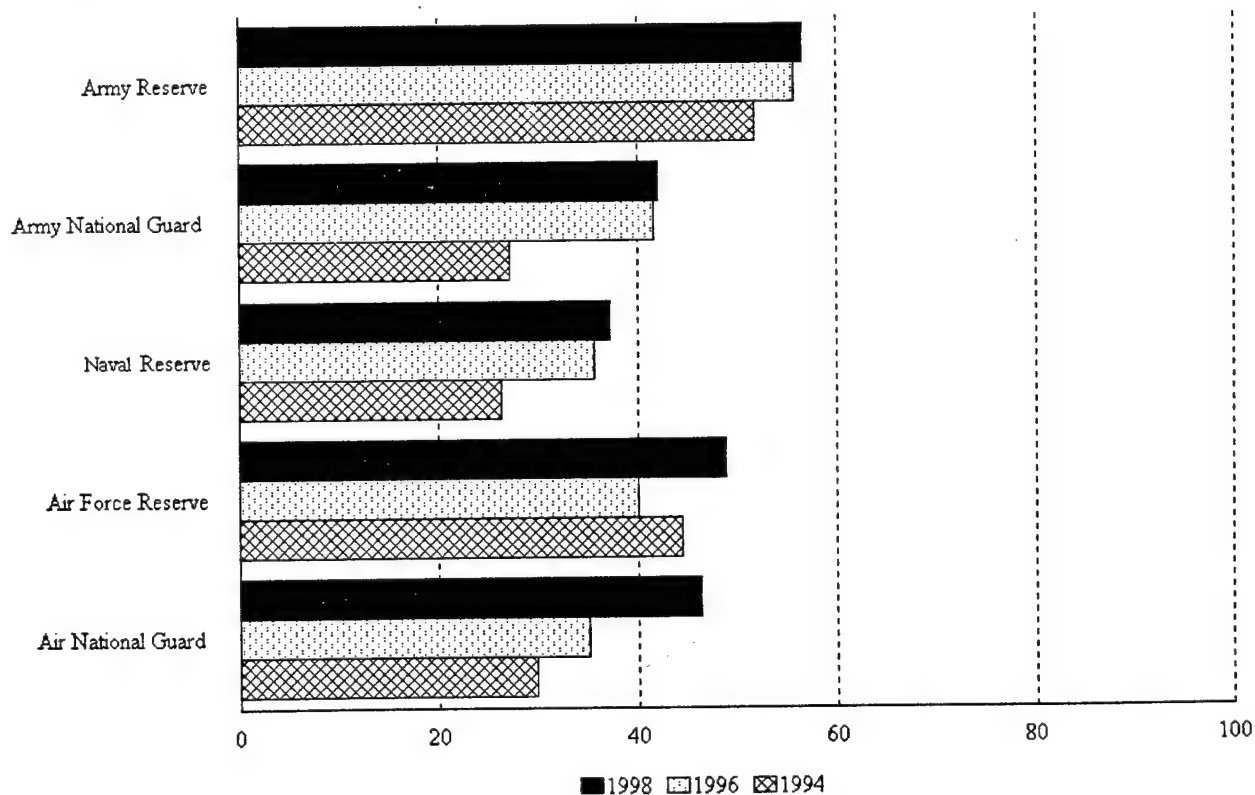
A similar trend for recruiters overall was revealed in 1996 and 1994. In these earlier surveys, twice as many active DoD recruiters in 1996, and 4 times as many in 1994 said that fellow recruiters were less experienced (40.4% and 45.3%, respectively) than said that they were more experienced relative to the past (19.8% and 12.2%, respectively).

### **Reserve Component**

Looking remarkably similar to active DoD recruiters, 45.9 percent of Reserve and Guard recruiters said that experience levels of recruiters were lower than in 1996 (see Appendix D, Table D-57). This was roughly two and one-half times the percentage saying that experience levels were higher (18.5%). As Figure 59.2 shows, Army Reserve recruiters reported lower experience levels (56.6%). Again, this was an interesting perception given the results discussed previously (found in Appendix D, Table D-5) in which almost half of Reserve and Guard recruiters responding to the survey possessed 6 or more years of recruiting experience.

**Figure 59.2.**

***Reserve Component: Percentage Reporting That Experience Level of Fellow Recruiters Was Less - Question 61m***



There was no significant change in the pattern of responses to this item since the 1996 survey. Approximately two and one-half times the number of Reserve and Guard recruiters in 1996 said experience levels decreased (43.9%) as said they increased (17.7%) over the previous 2 years. In the 1994 survey, it was found that 3 times as many Reserve and Guard recruiters said experience levels decreased (33.9%) as said they increased (11.3%) over the previous 2 years.

## **Training and Preparation for Recruiting**

Beginning with the 1989 survey, recruiters were asked several questions about their training for recruiting duty. The 1998 survey continued with the same set of questions as in the 1996 survey. Recruiters were asked about their level of agreement with a series of six statements. The distributions of recruiter responses to these questions are displayed in Figures 60.1 through 65.2.

### ***Realistic Preview of Recruiting Duty***

#### ***Active Component***

The majority (54.6%) of active DoD recruiters reported that they were not given a realistic preview of what recruiting duty would be like (see Appendix D, Table D-58). Slightly more than one-quarter (27.6%) agreed that they were given a realistic preview. There was significant variation among recruiters in each of the four active DoD Services. Proportionately, Army recruiters agreed the least frequently that they were given a realistic preview (19.9%), while Air Force recruiters agreed that they received a realistic preview most frequently (40.1%). Figure 60.1 exhibits the percentage of recruiters disagreeing that they were given a realistic preview of recruiting duty.

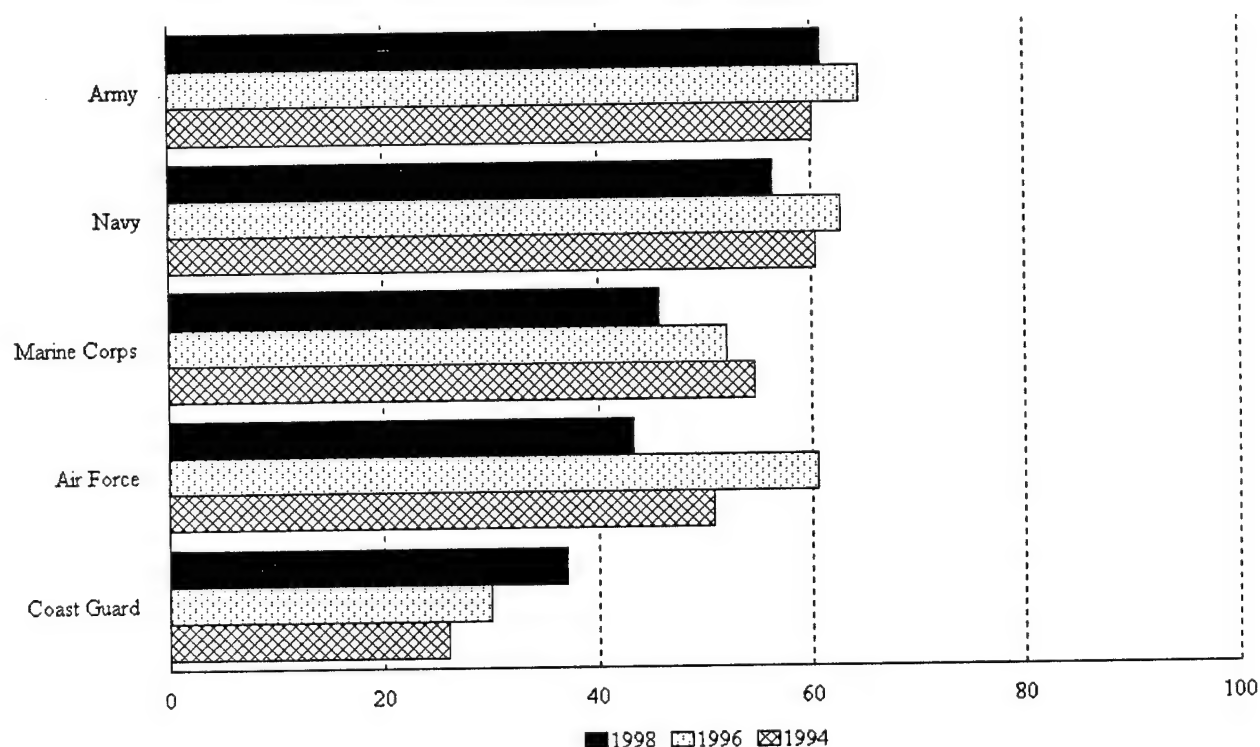
Coast Guard recruiters responded more positively than active DoD recruiters to the statement on whether they were given a realistic preview of recruiting duty (47.2% agreed and 37.0% disagreed).

In the 1996 survey, most active DoD recruiters said they did not get a realistic preview of recruiting duty. However, in 1998 the percentage saying they did not get a realistic preview decreased significantly (61.2% disagreed in 1996 and 54.6% disagreed in 1998). Air Force recruiters displayed the greatest improvement since 1996. In 1996, 25.4 percent agreed that they received a realistic preview of recruiting, compared to 40.1 percent in 1998. While not as large, similar improvements since 1996 were found among Marine Corps and Navy recruiters.

Coast Guard recruiters recorded high levels of agreement in 1996 with the statement that they were offered a realistic preview of recruiting duty while in training (55.0% agreed). While still higher than active DoD recruiters, the percentage of Coast Guard recruiters agreeing dropped to 47.2 percent in 1998.

**Figure 60.1.**

**Active Component: Percentage Disagreeing That They Were Given a Realistic Preview of Recruiting Duty - Question 19a**



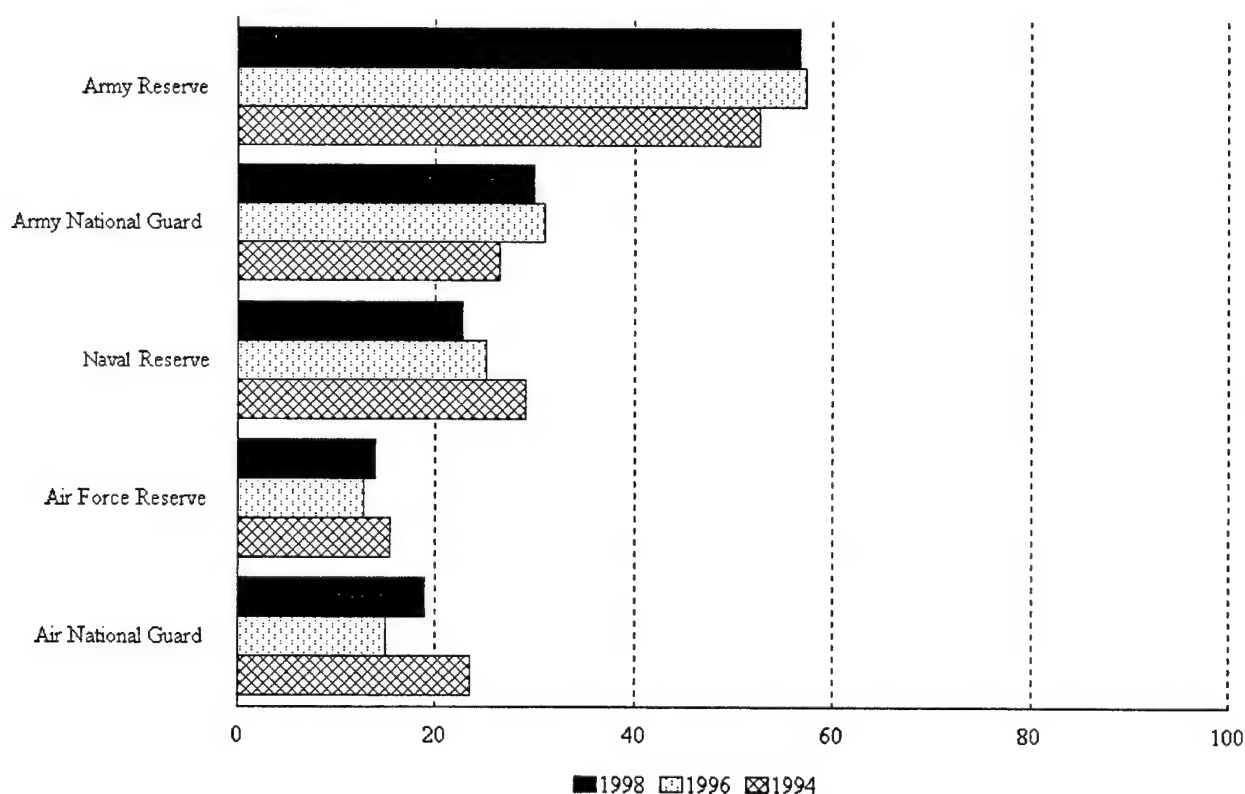
### **Reserve Component**

Somewhat similar to Coast Guard recruiters, almost half of Reserve and Guard recruiters (49.3%) said that they were given a realistic preview of recruiting duty, and a little more than one-third (34.7%) said they were not (see Appendix D, Table D-58). Only Army Reserve recruiters differed substantially, with a clear majority (56.8%) saying that they did not get a realistic preview (see Figure 60.2) in comparison to 30.3 percent who said they did get a realistic preview.

Since 1996, there was a significant improvement in the percentage of Reserve and Guard recruiters who agreed that they got a realistic preview of recruiting duty (44.8% in 1996 increased to 49.3% in 1998), and there was a slight decrease in the percentage disagreeing (35.1% in 1996 fell to 34.7% in 1998). Perceptions regarding this aspect of training and preparation among recruiters in the Components responding to the 1998 survey, however, were not significantly different overall from those of recruiters who responded in the 1994 survey. Notable exceptions to this similarity, however, were found among Air Force Reserve and Air National Guard recruiters, who had a larger percentage agreeing in the 1998 survey compared to the 1994 survey.

**Figure 60.2.**

***Reserve Component: Percentage Disagreeing That They Were Given a Realistic Preview of Recruiting Duty - Question 19a***



## Family Prepared for Demands of Recruiting

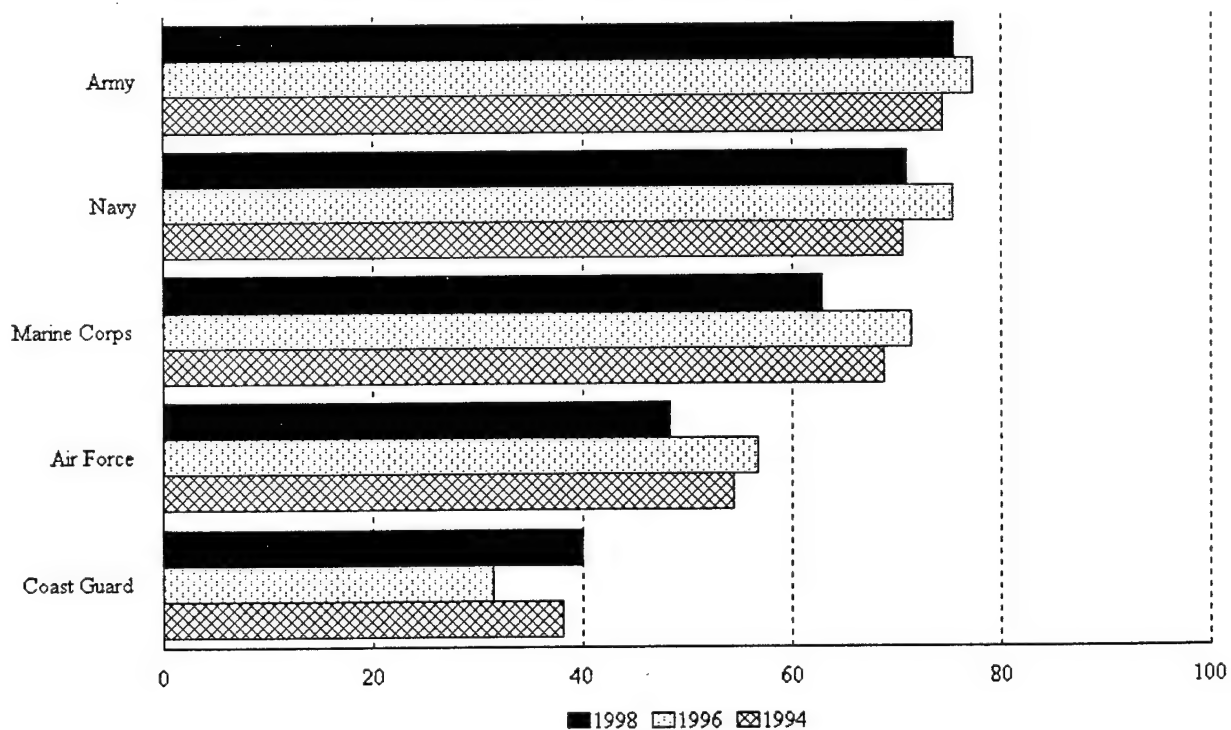
### Active Component

Nearly three-quarters (68.8%) of active DoD recruiters said their family members were not well prepared by their Service for the requirements and demands of recruiting (see Appendix D, Figure D-59). Only 15.3 percent agreed that preparation was adequate. Unlike results from the 1996 survey, this breakdown was not consistent across the four active DoD Services. Somewhat less than half of Air Force recruiters (48.4%) said that preparation was inadequate (shown in Figure 61.1) and one-third (33.3%) said it was adequate. Army recruiters were the most negative about their family's preparation for the requirements and demands of recruiting (75.4% disagreed and 9.8% agreed).

Among Coast Guard recruiters, opinion was evenly divided regarding how well their families were prepared for recruiting duty by their Service. However, unlike the 1996 survey, more recruiters (40.0%) said that preparation was inadequate and a little over one-third said it was adequate (36.4%).

**Figure 61.1.**

**Active Component: Percentage Disagreeing That Family Members Were Prepared for Demands of Recruiting Assignment - Question 19b**

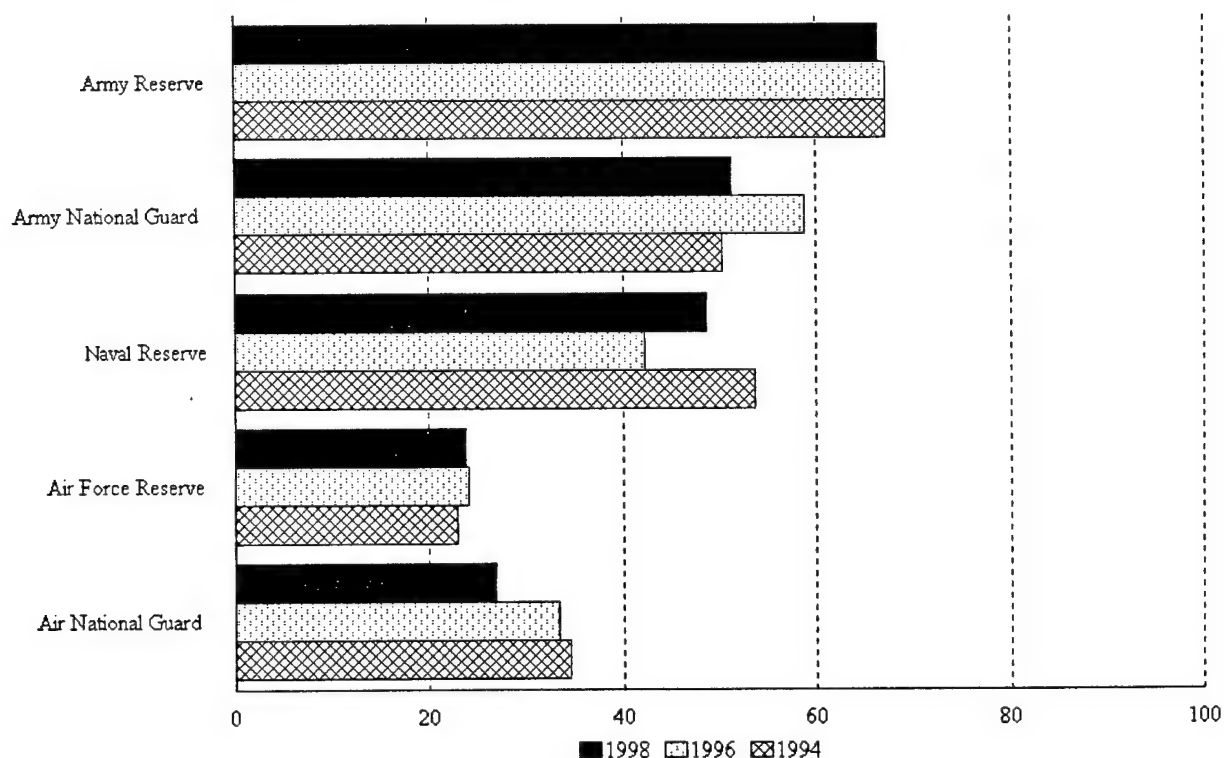


## Reserve Component

Most Reserve and Guard recruiters (52.1%) did not think that their family members were well prepared for the demands of recruiting, but there were differences among Components in this regard (see Appendix D, Table D-59). Figure 61.2 shows that the majority of Army Reserve recruiters (66.4%) and Army National Guard recruiters (51.3%) said preparation was inadequate. However, preparation was sufficient according to most Air Force Reserve recruiters (60.8%). Reflecting less consensus, 47.4 percent of Air National Guard recruiters reported that family preparation by the Service was adequate and 48.7 percent of Naval Reserve recruiters said it was inadequate. The percentage of Reserve and Guard recruiters overall who said that their family members were well prepared for recruiting demands rose from 24.0 in 1996 to 28.2 in 1998.

**Figure 61.2.**

***Reserve Component: Percentage Disagreeing That Family Members Were Prepared for Demands of Recruiting Assignment - Question 19b***



## Good Professional Training

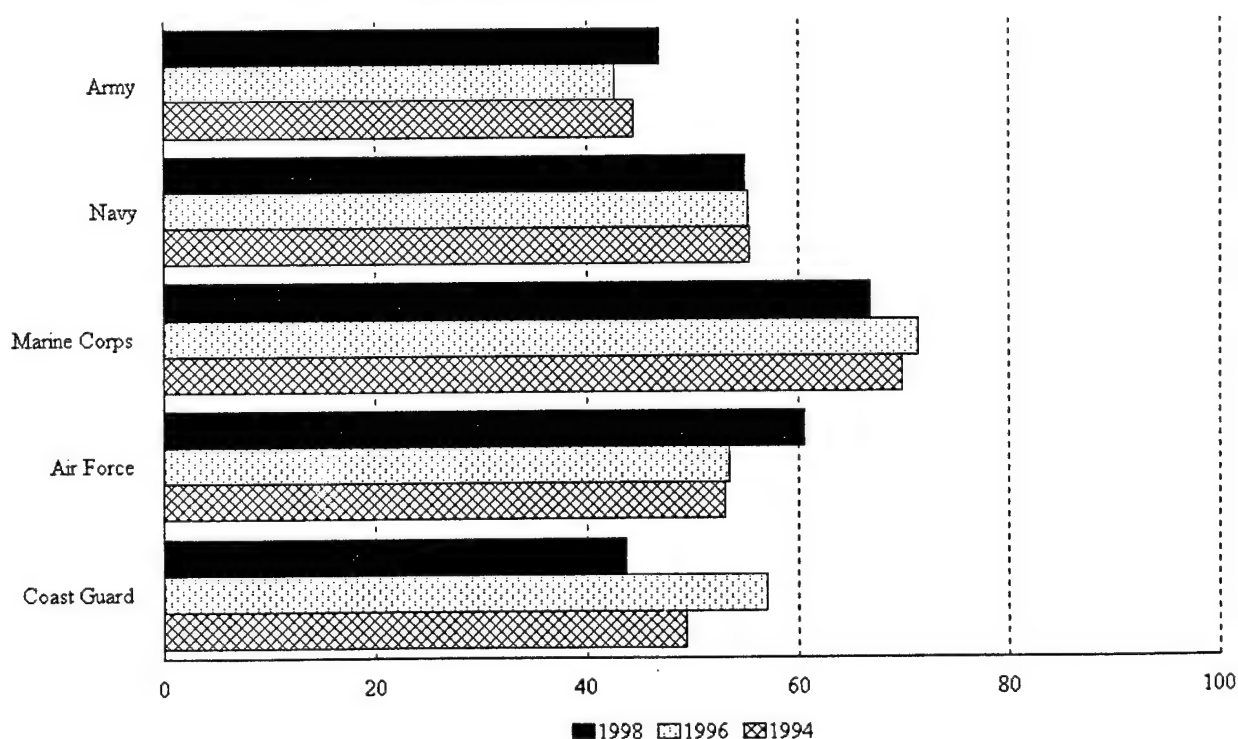
### Active Component

Approximately one-half (54.5%) of active DoD recruiters agreed that they were given good professional training as recruiters (see Appendix D, Table D-60). A little over one-fifth (22.0%) said they were not given good professional training. Proportionately, Marine Corps recruiters most frequently reported they received good training (66.9%) while 11.4 percent said they were not well trained. In contrast, Army recruiters were proportionately the least frequent to agree that they were well trained, as revealed in Figure 62.1. Yet, even among Army recruiters, the percentage reporting good training (46.9%) was larger than the percentage reporting poor training (27.4%). About equal percentages of Coast Guard recruiters agreed as disagreed about the quality of their professional training as a recruiter (43.7% agreed and 42.1% disagreed).

Overall, there was no significant change in the percentage of active DoD recruiters reporting good training since 1996. Only Army recruiters and Air Force recruiters showed significant improvement in the percentage agreeing that they received good professional training as a recruiter compared to 1996 results (53.4% in 1996 and 60.6% in 1998 for Air Force

**Figure 62.1.**

**Active Component: Percentage Agreeing That They Were Given Good Professional Training for Job - Question 19c**



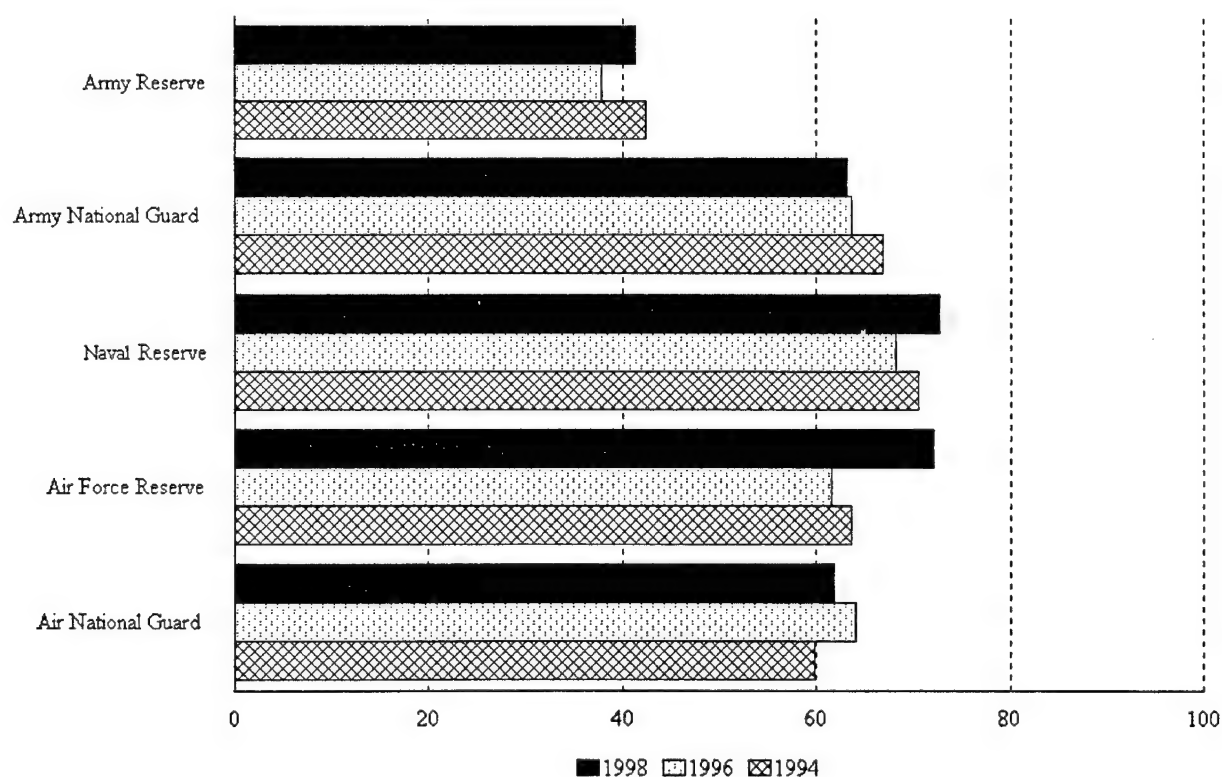
recruiters and 42.7% in 1996 and 46.9% in 1998 for Army recruiters). In contrast to active DoD recruiters, the percentage of Coast Guard recruiters reporting good professional training as a recruiter declined significantly since 1996 (57.0% in 1996 and 43.7% in 1998).

### **Reserve Component**

Similar to active DoD recruiters, a majority of Reserve and Guard recruiters (58.8%) agreed that they were given good training for recruiting duty. Only 23.8 percent disagreed that they received good professional training. Figure 62.2 shows that agreement regarding good training was consistent across the Components, with the exception of the Army Reserve. Less than half of Army Reserve recruiters (41.3%) agreed that they received good training, moderately greater than the percentage (29.3%) who disagreed. Since 1996, the positive evaluation that Reserve and Guard recruiters gave of their training rose slightly, from 57.9 percent of recruiters in 1996 to 58.8 percent in 1998.

**Figure 62.2.**

***Reserve Component: Percentage Agreeing That They Were Given Good Professional Training for Job - Question 19c***





## Helpful and Relevant Training

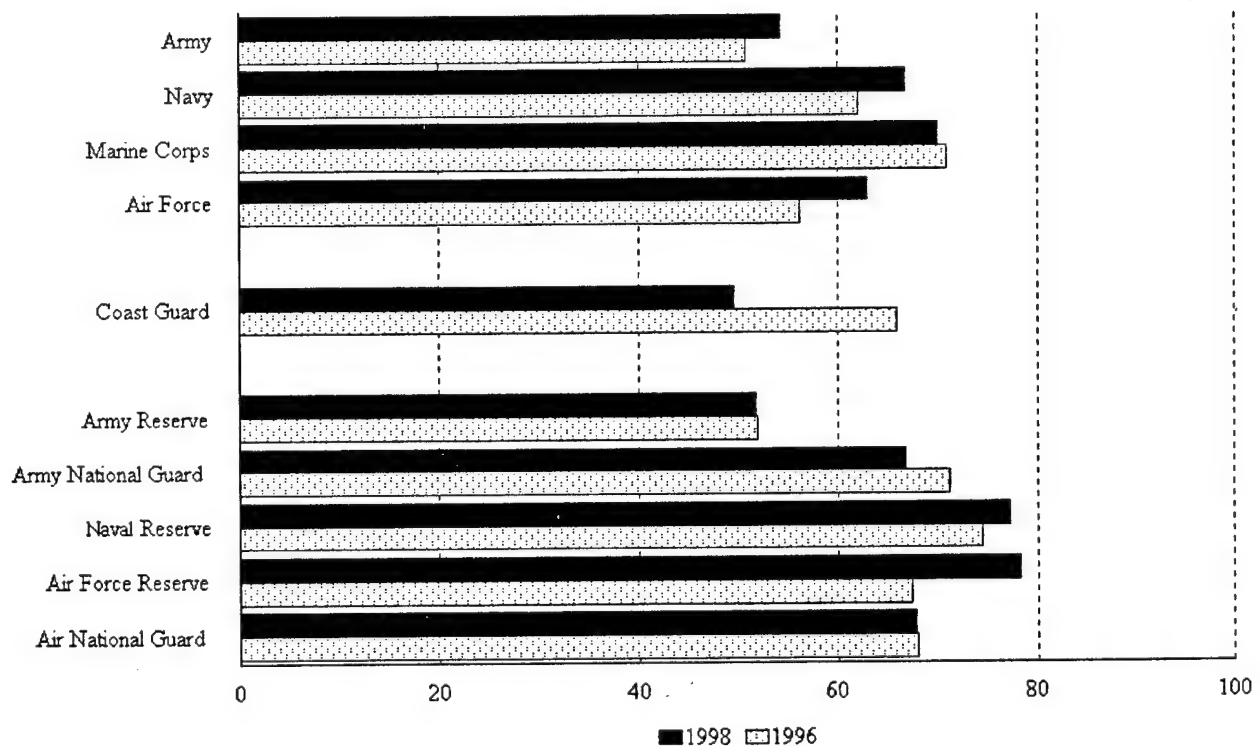
### Active Component

Over half (61.2%) of active DoD recruiters agreed that their training was helpful and relevant; only 15.9 percent disagreed that this was the case (see Appendix D, Table D-61). Marine Corps recruiters registered the strongest agreement (70.0% agreed and 8.9% disagreed) followed by Navy recruiters (66.8 percent agreed and 14.9 percent disagreed). Army recruiters reported the lowest level of agreement (54.3% agreed and 19.7% disagreed). Among Coast Guard recruiters, 49.6 percent agreed that their training was helpful and relevant and 30.4 percent disagreed. Figure 63 shows the percentage of recruiters who agreed that their job training was helpful and relevant, broken out by Service and Component.

The difference between the 1996 results and the 1998 results was only slight for active DoD recruiters as a whole. Primarily this was due to the increase in the percentage agreeing that training was helpful among Air Force recruiters (56.3% in 1996 and 63.0% in 1998) and Navy recruiters (62.1% in 1996 and 66.8% in 1998). In contrast, there was a significant drop among Coast Guard recruiters in the percentage agreeing that training was helpful and relevant (66.0% in 1996 and 49.6% in 1998).

**Figure 63.**

***Percentage Agreeing That Training Was Helpful and Relevant for Job - Question 19d***



## ***Reserve Component***

Overall, agreement among Reserve and Guard recruiters that their training was helpful and relevant to their jobs was somewhat higher than among active DoD recruiters. Slightly less than two-thirds (64.6%) of Reserve and Guard recruiters agreed while only 16.3 percent disagreed. Those most in agreement were recruiters in the Air Force Reserve (78.3% agreed and 7.7% disagreed) and Naval Reserve (77.3% agreed and 10.4% disagreed). The lowest level of agreement was found among Army Reserve recruiters. Slightly more than one-half (51.8%) of Army Reserve recruiters agreed and 19.8 percent disagreed.

Overall, there was no significant change in the percentage of Reserve Components agreeing that training was helpful and relevant since 1996. However, there was significant change for Army National Guard recruiters (71.2% agreed in 1996 and 66.9% agreed in 1998) and Air Force Reserve recruiters (67.4% agreed in 1996 and 78.3% agreed in 1998).

## ***Training Insufficient for Effective Recruiting***

### ***Active Component***

Active DoD recruiters were divided on whether the training they received was insufficient for what they needed to know to effectively recruit: one-third agreed (33.9%) and slightly over two-fifths (41.8%) disagreed (see Appendix D, Table D-62). Among the active DoD Services, Air Force recruiters gave the least negative evaluation of training, as shown in Figure 64. More than one-half (52.2%) of Air Force recruiters disagreed that training was insufficient, whereas a little more than one-quarter (26.5%) agreed. Army recruiters gave the most negative evaluation: one-third (33.8%) disagreed that training was insufficient, and a slightly greater percentage (39.6%) agreed.

Coast Guard recruiters showed similar results, although they were a bit more positive in their assessment of the insufficiency of their training (47.2% disagreed that their training was insufficient and 35.2% agreed).

Since 1996, there was a slight increase in the percentage of active DoD recruiters who agreed that training was insufficient for effective recruiting. Army recruiters reported the greatest increase (33.2% agreed in 1996 and 39.6% agreed in 1998). In contrast, Air Force recruiters reported the greatest decrease since 1996 (34.5% agreed in 1996 and 26.5% agreed in 1998).

Coast Guard recruiters also showed a significant increase since 1996 in the percentage who believed that their training was insufficient for effective recruiting (25.3% agreed in 1996 and 35.2% agreed in 1998).

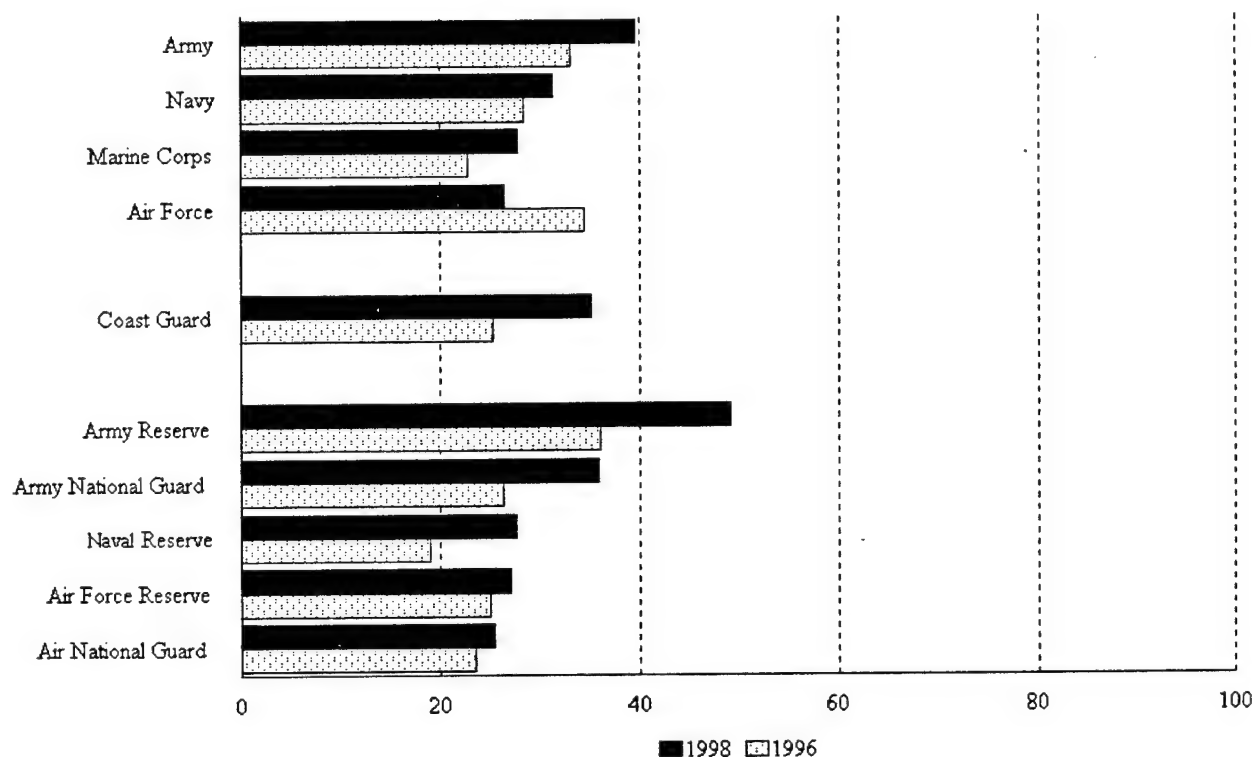
## Reserve Component

Overall, Reserve and Guard recruiters registered a slightly more positive evaluation of their training than did active DoD recruiters. Slightly more than two-fifths (43.7%) of Reserve Component recruiters disagreed that the training they received was insufficient for what they needed to know to effectively recruit, whereas slightly fewer (37.5%) agreed. For the most part, there was only moderate variation across the Components, with a majority giving a positive assessment of training. The exception was Army Reserve recruiters. Only 30.5 percent disagreed that training was insufficient, whereas almost one-half (49.1%) agreed.

Proportionately more Reserve and Guard recruiters viewed their training as insufficient for effective recruiting in 1998 than did so in 1996 (27.6% agreed in 1996 and 37.5% agreed in 1998). This change in view was significant among Army Reserve recruiters, Army National Guard recruiters and Naval Reserve recruiters.

**Figure 64.**

*Percentage Agreeing That Training Was Insufficient for Effective Recruiting - Question 19e*



## Sufficient Allocated Time in Training

### Active Component

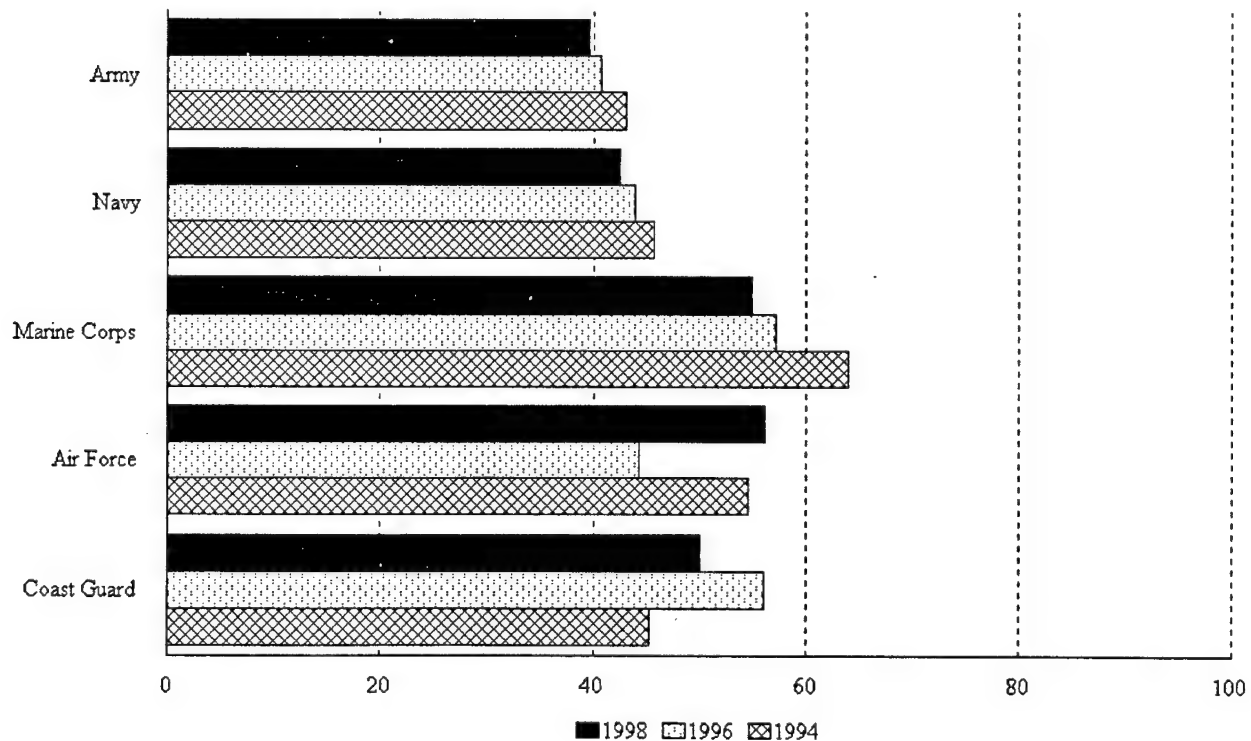
Less than half of active DoD recruiters (45.6%) agreed that their allocated time in training was sufficient, but more than one-quarter (29.0%) disagreed (see Appendix D, Table D-63). Figure 65.1 exhibits that 55.0 percent of Marine Corps recruiters and 56.2 percent of Air Force recruiters reported that their time in training was sufficient.

Coast Guard recruiters responded quite similarly to the active DoD recruiters as a whole. Exactly one-half agreed that their training time was sufficient, and 30.2 percent disagreed.

Compared to 1996, in 1998 there was a slightly less favorable evaluation given to allocated time in training among active DoD recruiters. In 1996 the percentage of those agreeing that allocated time was sufficient (45.3%) was twice as much as those disagreeing (25.8%), which was a slightly larger difference than in 1998 (45.6% agreeing to 29.0% disagreeing). Air Force recruiters showed a significantly different trend compared to other active DoD recruiters. While other active DoD recruiters showed small declines in the percentage agreeing that there was sufficient allocated time in training, Air Force recruiters registered a significant increase (44.3% agreed in 1996 and 56.2% agreed in 1998).

**Figure 65.1.**

**Active Component: Percentage Agreeing That Allocated Time in Training Was Sufficient - Question 19f**



Coast Guard recruiters showed a trend similar to the majority of active DoD Services in that there was a decline since 1996 in the percentage agreeing that there was sufficient time allocated in training (56.0% in 1996 and 50.0% in 1998).

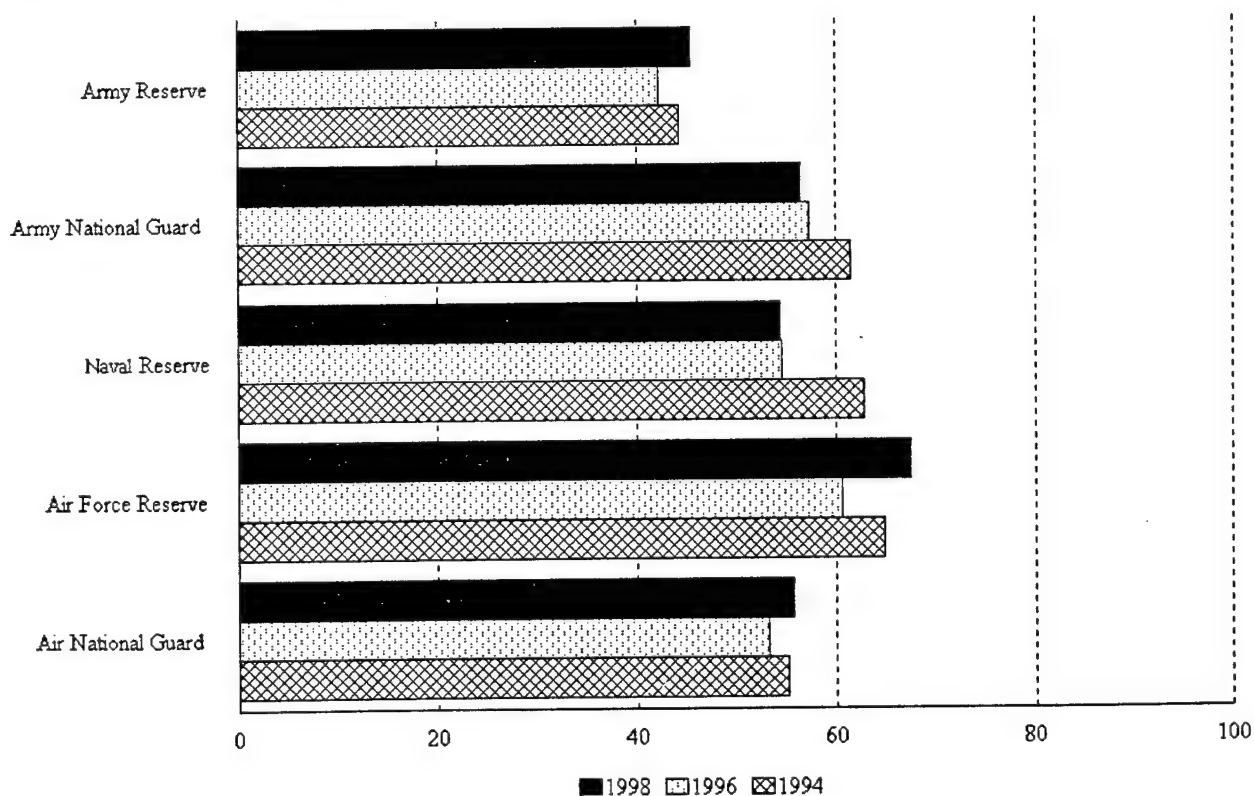
### **Reserve Component**

Reserve and Guard recruiters, overall, offered a more favorable assessment of their training time than did active DoD recruiters. A majority of Reserve and Guard recruiters (53.9%) agreed that their allocated training time was sufficient while 24.9 percent disagreed. Generally, this pattern of response was seen across most of the Components. However, Army Reserve recruiters were much more like active DoD recruiters in their evaluation of this issue. Among Army Reserve recruiters, 45.5 percent agreed that training time was sufficient (see Figure 65.2) and 30.2 percent disagreed. Air Force Reserve recruiters were proportionately more positive with 67.4 percent agreeing and 16.7 percent disagreeing that their training time was sufficient.

The percentage agreeing that their training time was sufficient did not change much between 1996 and 1998 (53.1% and 53.9%, respectively). There was a greater change in the percentage disagreeing (20.1% to 24.9%, respectively).

**Figure 65.2.**

***Reserve Component: Percentage Agreeing That Allocated Time in Training Was Sufficient - Question 19f***



## Recruiting Leadership

### *Keeping Recruiters Informed of Quality of Life Initiatives*

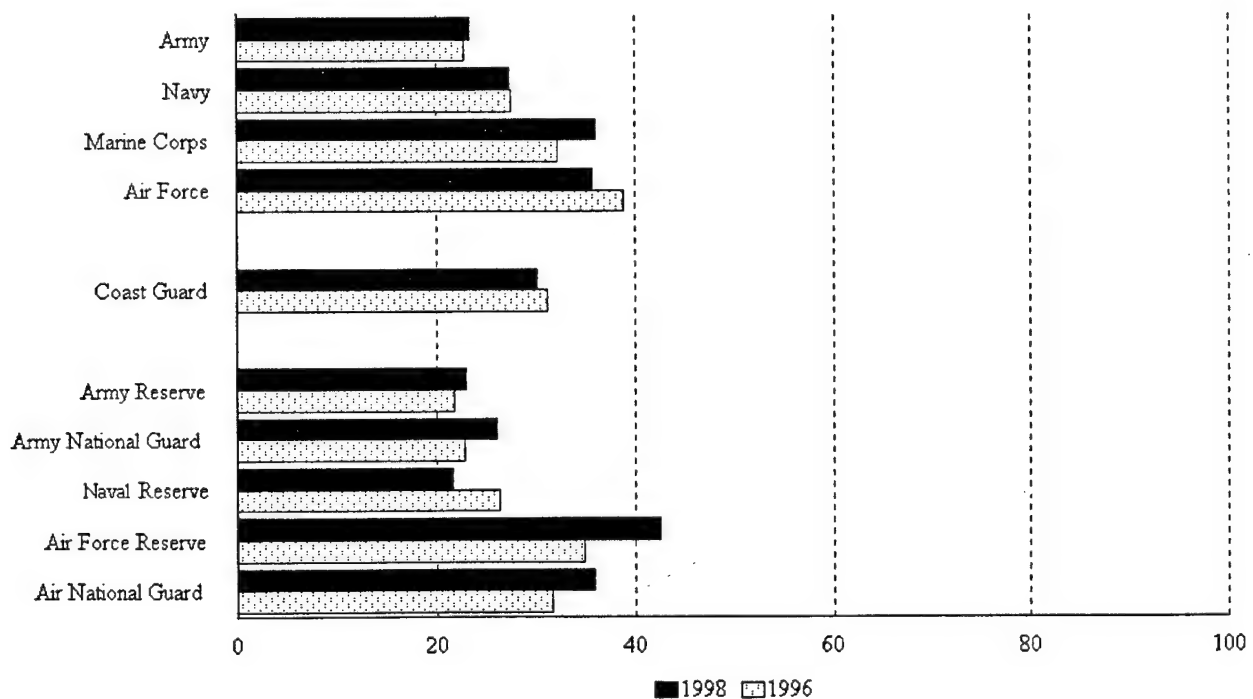
#### **Active Component**

Overall, about one-fourth (28.5%) of active DoD recruiters agreed that they were kept informed by their recruiting leadership regarding quality of life initiatives (see Appendix D, Table D-64). Close to half (47.7%), however, disagreed that this was the case. Proportionately, Army recruiters responded the least frequently that recruiting leadership was doing a good job in this respect (23.4% agreed and 54.9% disagreed). Proportionately more Marine Corps and Air Force recruiters thought that their leaders were keeping them well-informed, as revealed in Figure 66; but even here, only slightly more than one-third (36.1% and 35.8%, respectively) agreed. The picture among Coast Guard recruiters was not much different.

Since 1996, when this question was first asked, there was an increasing perception among Army recruiters that they were not being kept informed of quality of life initiatives (49.8% disagreed in 1996 and 54.9% disagreed in 1998). For Navy, Marine Corps and Air Force recruiters, there was no significant change in their perceptions of how well they were kept informed of quality of life initiatives by their recruiting leadership. This was also the case among Coast Guard recruiters.

**Figure 66.**

***Percentage Agreeing That Leadership Kept Recruiters Informed of Quality of Life Initiatives - Question 60g***



## Reserve Component

Compared to active DoD recruiters, proportionately fewer Reserve and Guard recruiters felt that their recruiting leaders did a good job informing them of initiatives to improve their quality of life. Half (50.9%) disagreed that leadership kept them informed, and 26.3 percent agreed that they did. The outlook was distinctively more positive among Air Force Reserve and Air National Guard recruiters. A little more than two-fifths (42.6%) of Air Force Reserve recruiters and slightly more than one-third (36.0%) of Air National Guard recruiters agreed that recruiting leadership did a good job of communicating quality of life initiatives (see Figure 66), and slightly more than one-third within each of these two Components (36.9% and 35.5%, respectively) disagreed. The distributions of responses for each Component in 1998 were not significantly different from those found in the 1996 survey.

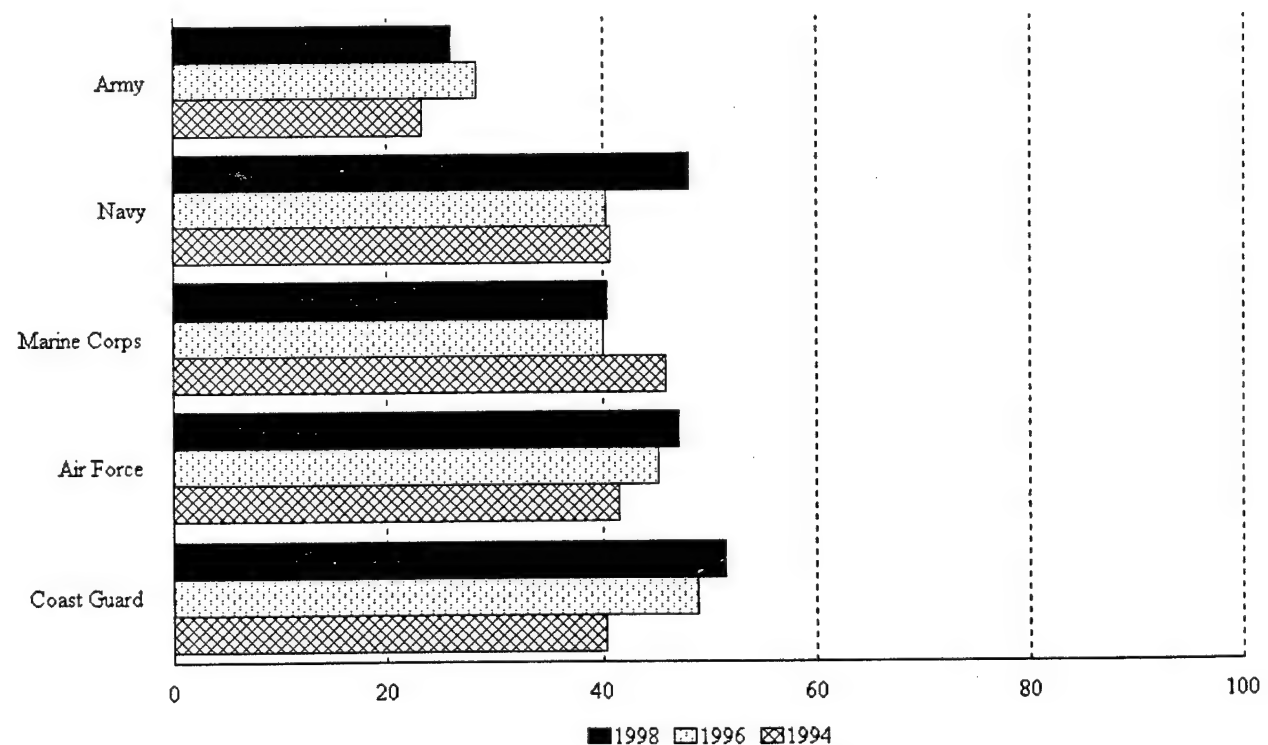
## Contract Quotas Reflected Accession Requirements

### Active Component

Active DoD recruiters agreed (35.7%) about as frequently as they disagreed (36.4%) that their contract quotas reflected their Service's actual accession requirements (see Appendix D, Table D-65). The recruiters in individual DoD Services also were divided on this question, although a much higher percentage (48.1%) of Navy recruiters agreed that quotas reflected accession requirements than disagreed (23.4%). In contrast, Army recruiters showed a much

**Figure 67.1.**

**Active Component: Percentage Agreeing That Contract Quotas Reflected Accession Requirements - Question 60e**



higher percentage (44.0%) disagreeing than agreeing (26.0%) that their quotas reflected accession requirements. Figure 67.1 shows the percentage of Active Component recruiters, by Service, who agreed that their contract quotas reflected their Service's accession requirements. Coast Guard had a proportionately larger number of recruiters respond that quotas reflected accession requirements: 51.5 percent agreed compared to 12.9 percent who disagreed.

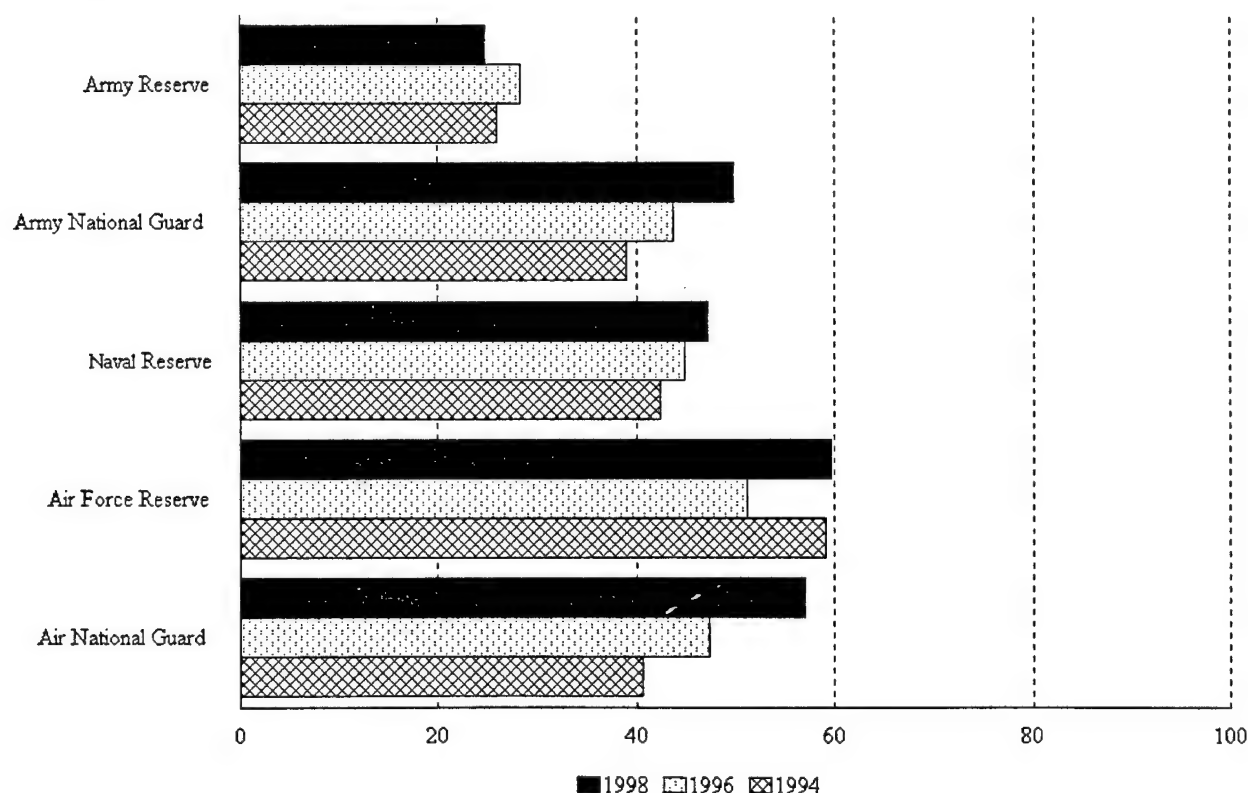
For active DoD recruiters, the percentage who agreed in both 1996 and 1998 were almost identical (35.1% and 35.7%, respectively). However, the percentage who disagreed increased from 33.2 percent in 1996 to 36.4 percent in 1998. Between 1996 and 1998, the percentage of Army and Air Force recruiters who disagreed increased substantially (37.7 % in 1996 to 44.0% in 1998 and 19.5% in 1996 to 26.2% in 1998, respectively).

### **Reserve Component**

Overall, more Reserve and Guard recruiters (43.7%) agreed with the statement that their contract quotas reflected their Component's actual accession requirements than disagreed (29.3%). Figure 67.2 shows that Air Force Reserve recruiters were proportionally the most likely to agree (59.7% agreed compared to 18.6% who disagreed), followed by Air National Guard recruiters (57.1% agreed compared to 19.4% who disagreed). On the other hand, the percentage of Army Reserve recruiters who disagreed (42.9%) that contract quotas reflected accession requirements was higher than the percentage who agreed (24.8%).

**Figure 67.2.**

***Reserve Component: Percentage Agreeing that Contract Quotas Reflected Accession Requirements - Question 60e***





From 1996 to 1998, there was a slight increase in the percentage of Reserve and Guard recruiters (except for Army Reserve recruiters) who agreed that contract quotas reflected actual accession requirements (from 40.5% to 43.7%) and a slight decrease in the percentage who disagreed (from 30.4% to 29.3%).

### ***Satisfaction With Immediate Supervisor***

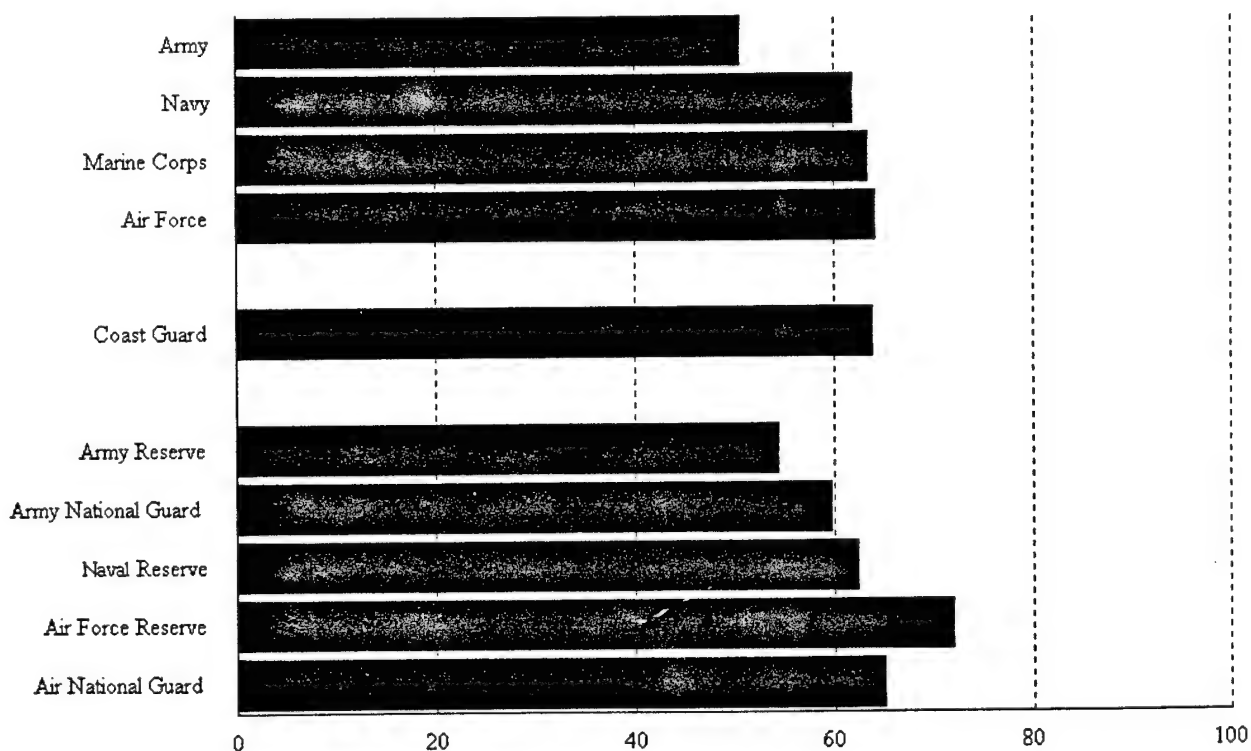
Included for the first time in the 1998 DoD Recruiter Survey were two questions asking recruiters about their satisfaction with (a) their immediate supervisor and (b) their Recruiting Command beyond their immediate supervisor. In previous surveys there was a more general question which made it impossible to determine which level of leadership the recruiters were assessing. Thus, the question was separated into two parts so that recruiters could report their satisfaction with the two levels of supervision separately.

#### ***Active Component***

More than half (57.3%) of active DoD recruiters overall, were satisfied with their immediate supervisor and 23.0 percent were not satisfied (see Appendix D, Table D-66). As displayed in Figure 68, Air Force recruiters registered the highest level of satisfaction (64.2%) with their immediate supervisor, while Army recruiters had the lowest level of satisfaction (50.7%). Among Coast Guard recruiters, 63.8 percent were satisfied with their immediate supervisor, while less than one-quarter (23.6%) were dissatisfied.

**Figure 68.**

***Percentage Satisfied With Immediate Supervisor - Question 35a***



## **Reserve Component**

A few more Reserve and Guard recruiters than active DoD recruiters were satisfied with their immediate supervisor (59.6% versus 57.3%). Almost three-quarters (72.0%) of Air Force Reserve recruiters were satisfied with their immediate supervisor, while only 16.1 percent were dissatisfied. At the low extreme, only 54.4 percent of Army Reserve recruiters said they were satisfied with their immediate supervisor.

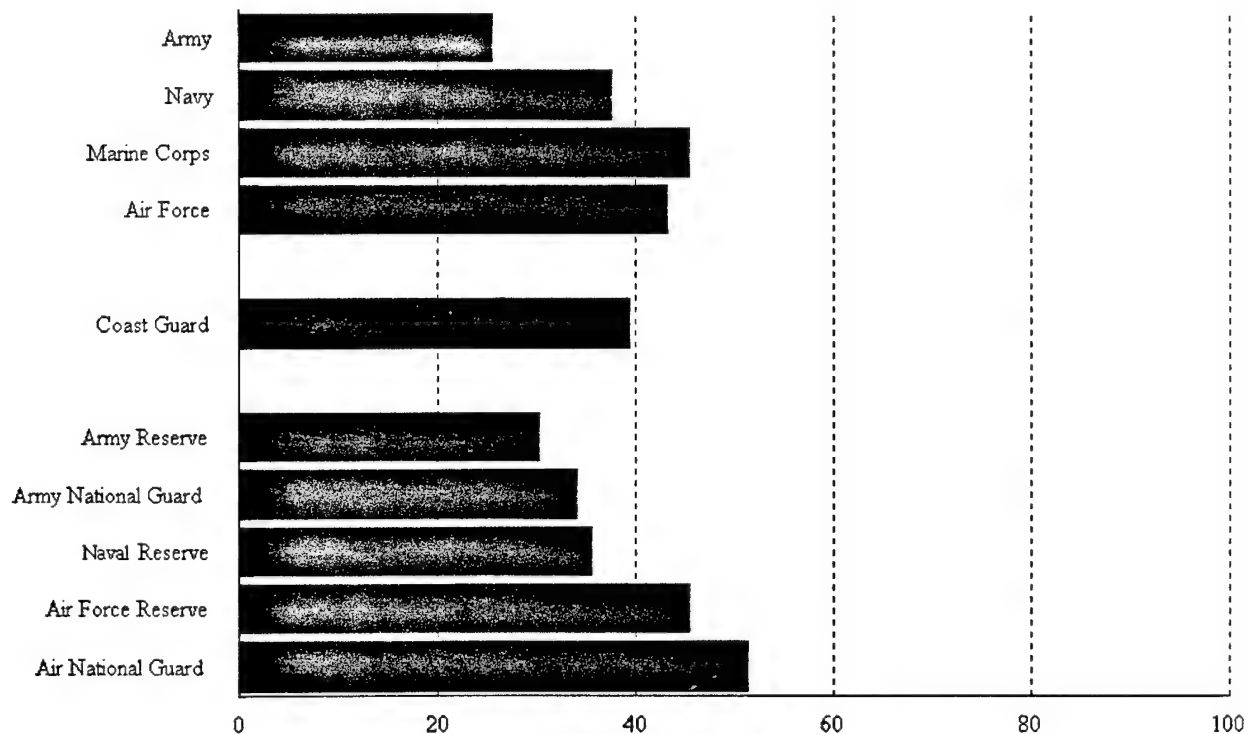
### ***Satisfaction With Recruiting Command Beyond Immediate Supervisor***

## **Active Component**

Active DoD recruiters showed significantly lower satisfaction with their Recruiting Command than with their immediate supervisor. Only 34.5 percent reported that they were satisfied with the former (see Appendix D, Table D-67). There was significant variation among individual Services, however. Figure 69 demonstrates that while almost half (45.5%) of Marine Corps recruiters reported that they were satisfied with their Recruiting Command, only one-quarter (25.6%) of Army recruiters felt this way, and half (50.0%) reported that they were either dissatisfied or very dissatisfied.

**Figure 69.**

***Percentage Satisfied With Recruiting Command Beyond Immediate Supervisor - Question 35b***



Coast Guard recruiters reported levels of satisfaction with their Recruiting Command beyond their immediate supervisor that were not significantly different from those recorded by active DoD recruiters (39.4% were satisfied and 35.4% said they were dissatisfied).

### ***Reserve Component***

Overall, Reserve and Guard recruiters reported levels of satisfaction (34.9%) with their Recruiting Command beyond their immediate supervisor that were similar to those for active DoD recruiters. Likewise, there was significant variation across Components. While 51.3 percent of Air National Guard recruiters reported being satisfied with their Recruiting Command beyond their immediate supervisor, at the opposite extreme, 30.3% of Army Reserve recruiters reported being satisfied.

## **Recruiter Perspective on Supervisory Support**

Questions in this area involved recruiter ratings of seven areas of supervisory support: 1) supervisory help if the recruiter had trouble making goal; 2) the recruiter received good support from supervisors; 3) superiors and the recruiter worked as a team; 4) the supervisor understood and helped recruiters with problems; 5) supervisors actively assisted recruiters in getting schools to cooperate by visiting schools, writing letters, talking with teachers, counselors, school board members, etc.; 6) the immediate supervisor coached recruiter if needed; and 7) the immediate supervisor did a poor job of maintaining morale among recruiters.

### ***Supervisor Would Help if Recruiter Had Trouble Making Goal***

#### ***Active Component***

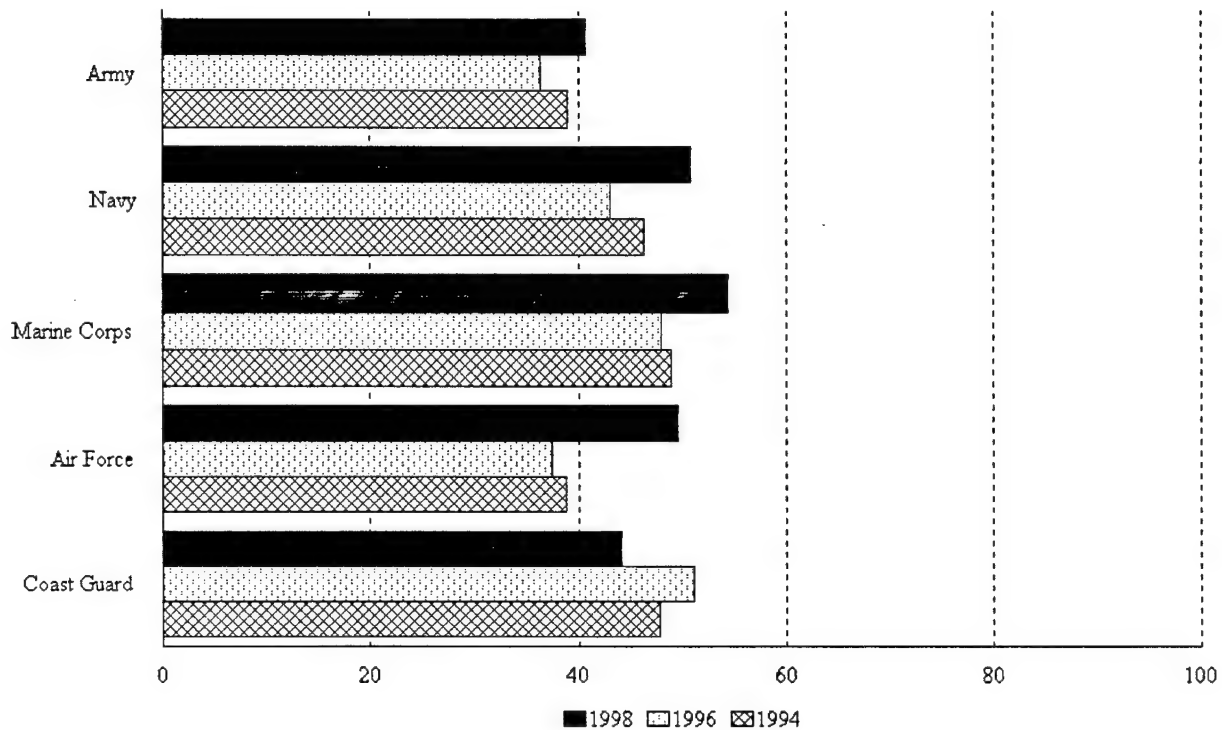
Almost one-half (46.7%) of active DoD recruiters agreed with the statement that their supervisor would help if they had trouble making goal, as compared to less than one-third (30.2%) who disagreed with the item (see Appendix D, Table D-68). Figure 70.1 shows that among those who agreed with the item, the percentages ranged from a high of 54.4 percent for Marine Corps recruiters to a low of 40.7 percent for Army recruiters. For those who disagreed, the figures ranged from a high of 34.0 percent for Army recruiters to a low of 24.0 percent for Marine Corps recruiters.

Among Coast Guard recruiters, 44.1 percent agreed with the statement, and slightly less than one-third (30.5%) disagreed with it. This response pattern was not significantly different from that of all active DoD recruiters.

Changes in the distribution of responses for all active DoD recruiters were significant between 1996 and 1998. The percentage agreeing that their supervisor would help if they had trouble making goal increased substantially, from 40.6 in 1996 to 46.7 in 1998. Changes in responses were significant for Navy and Air Force recruiters between 1998 and 1996. The percentage in agreement among Navy recruiters increased from 43.1 in 1996 to 50.9 in 1998, while among Air Force recruiters, the percentage grew from 37.5 to 49.6.

**Figure 70.1.**

**Active Component: Percentage Agreeing Supervisor Would Help if Recruiter Had Trouble Making Goal - Question 20i**



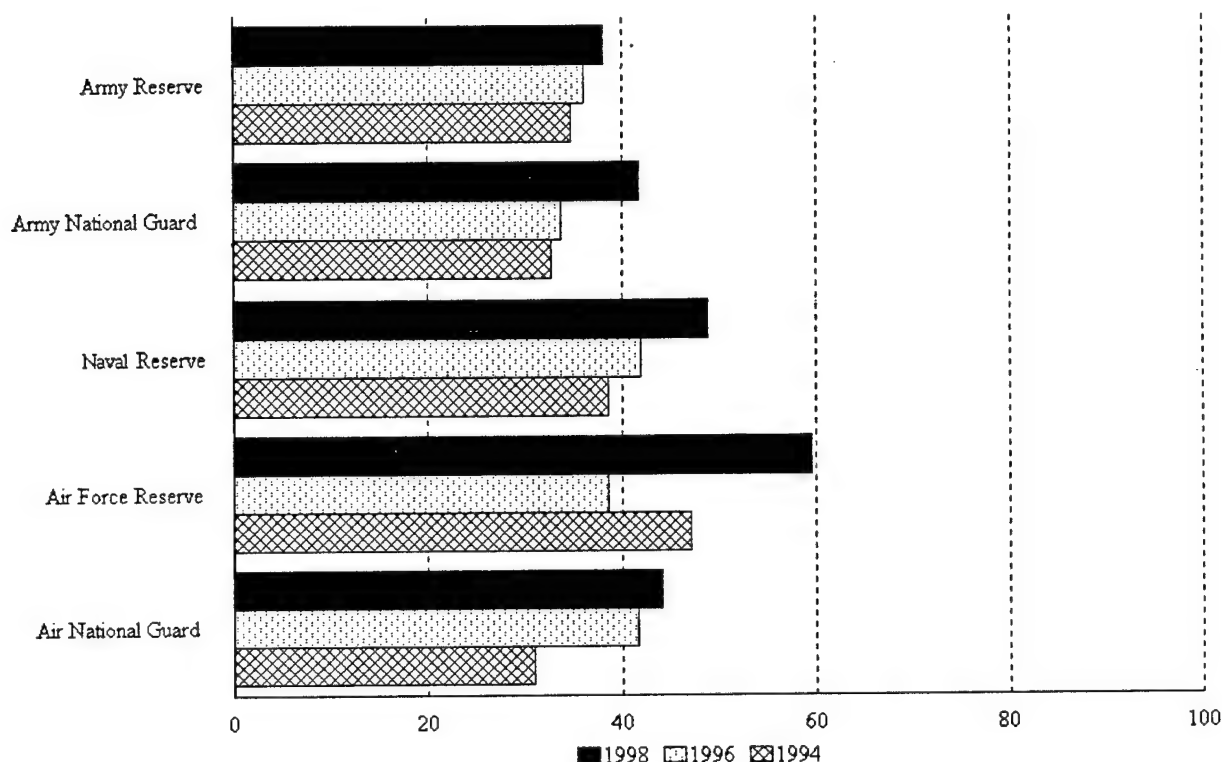
### **Reserve Component**

More than four in ten (42.5%) recruiters in the Reserve Component agreed that their supervisors would help them if they had trouble making goal, as compared with 37.2 percent who disagreed with the statement. As shown in Figure 70.2, agreement ranged from a high of 59.6 percent in the Air Force Reserve to a low of 38.1 percent in the Army Reserve. For Reserve Component recruiters who disagreed, these figures ranged from 42.0 percent in the Army Reserve to a low of 25.0 percent in the Air Force Reserve.

Changes between 1998 and 1996 in the distribution of responses for Reserve and Guard recruiters as a whole were significant. However, the change was mainly explained by changes in distributions of responses for Air National Guard and Air Force Reserve recruiters. Within the Army National Guard, the percentage of recruiters who agreed that supervisors would help with meeting goal increased from 33.7 in 1996 to 41.8 in 1998. Among Air Force Reserve recruiters the percentage increased from 38.6 to 59.6.

**Figure 70.2.**

***Reserve Component: Percentage Agreeing Supervisor Helped if Recruiter Had Trouble Making Goal - Question 20i***



***Received Good Support From Supervisors***

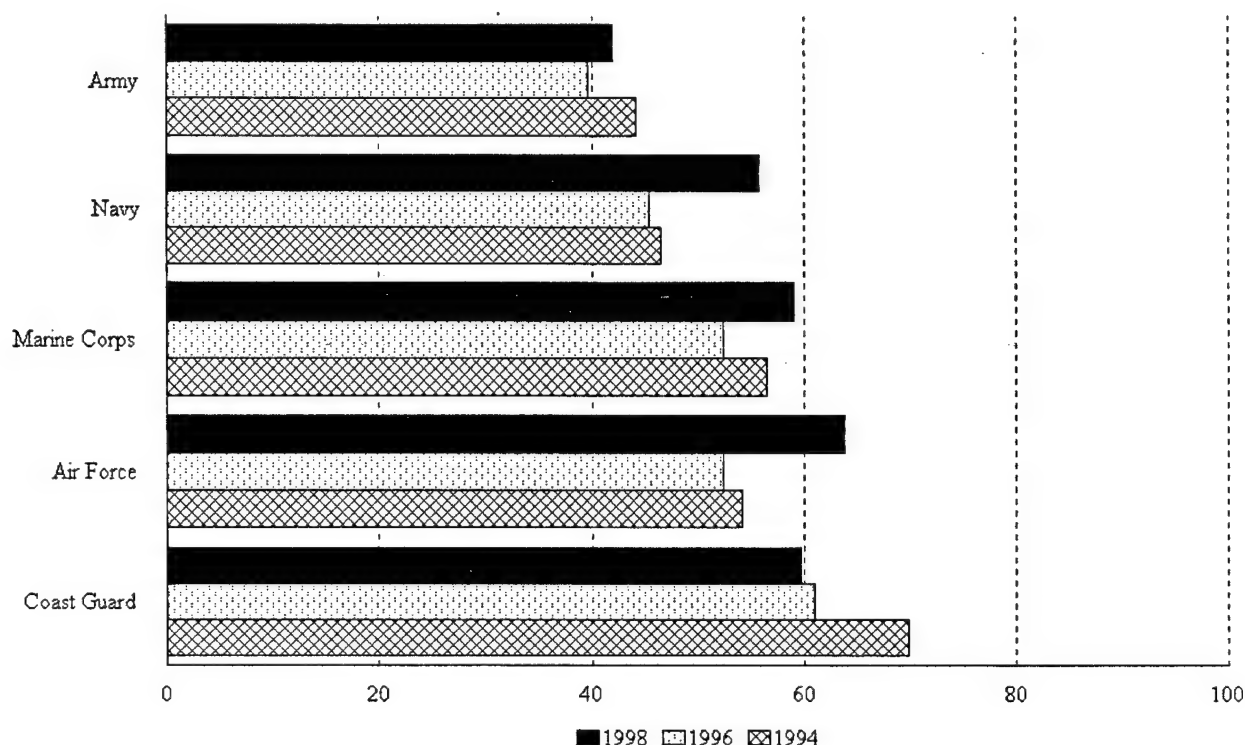
***Active Component***

Slightly more than one-half (51.0%) of active DoD recruiters agreed that they received good support from their supervisors (see Appendix D, Table D-69). Levels of agreement, shown in Figure 71.1, ranged from a high of 63.9 percent for the Air Force to a low of 42.0 percent for the Army. Slightly less than one-fourth (24.4%) of active DoD recruiters disagreed with this statement. Disagreement was highest for the Army (29.6%) and lowest for the Marine Corps (16.2%). Among Coast Guard recruiters, 59.8 percent agreed with that they received good support from their supervisors.

Changes in the distribution of responses for total active DoD recruiters were significant between 1996 and 1998. Only Army recruiters showed no significant change in the distribution of their responses in this period. The Air Force experienced the largest proportional increase in the percentage of recruiters who agreed that they received good support from their supervisor (52.4% agreed in 1996 and 63.9% agreed in 1998). In contrast, there was a decline in the percentage of Coast Guard recruiters reporting that they received good support from their supervisor between 1996 and 1998 (61.0% in 1996 and 59.8% in 1998).

**Figure 71.1.**

**Active Component: Percentage Agreeing They Received Good Support From Supervisors  
- Question 25c**



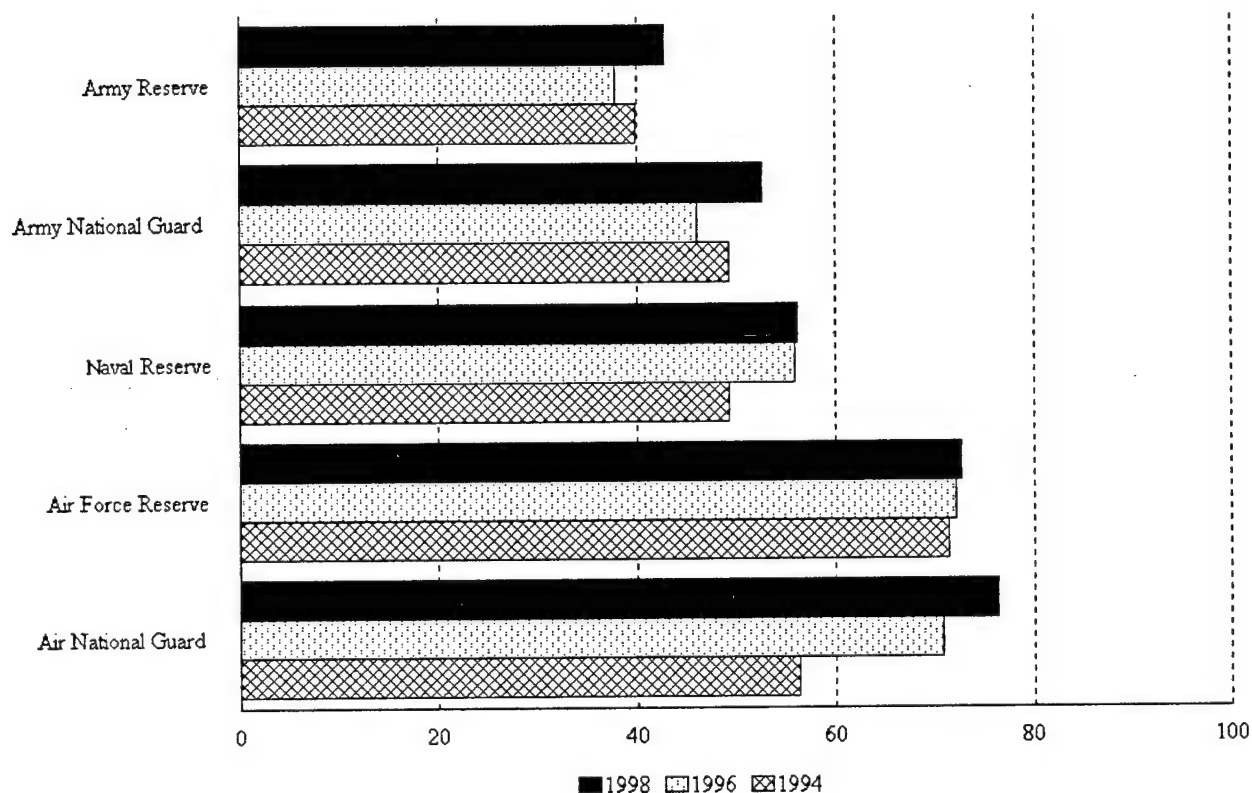
### **Reserve Component**

Among recruiters in the Reserve Component, over half (53.0%) agreed that they received good support from their supervisor. As can be seen in Figure 71.2, percentages of recruiters agreeing that they received good support from supervisors ranged from a high of 76.4 for the Air National Guard to a low of 42.8 for Army Reserve recruiters. Disagreement with this statement was reported by 25.6 percent of recruiters in the Reserve Component. The figures ranged from a high of 31.3 percent for the Army Reserve to a low of 12.9 percent for the Air National Guard.

Changes in the distribution of responses for all Reserve and Guard recruiters on this item were significant between 1996 and 1998, due primarily to significant changes in distribution for Army National Guard and Air National Guard recruiters. Army National Guard recruiters that reported receiving good support from their supervisor increased from 46.1 percent in 1996 to 52.7 percent in 1998; while for Air National Guard recruiters the percentage increased from 70.9 in 1996 to 76.4 in 1998.

**Figure 71.2.**

***Reserve Component: Percentage Agreeing They Received Good Support From Supervisors  
- Question 25c***



***Superiors and I Worked as a Team***

***Active Component***

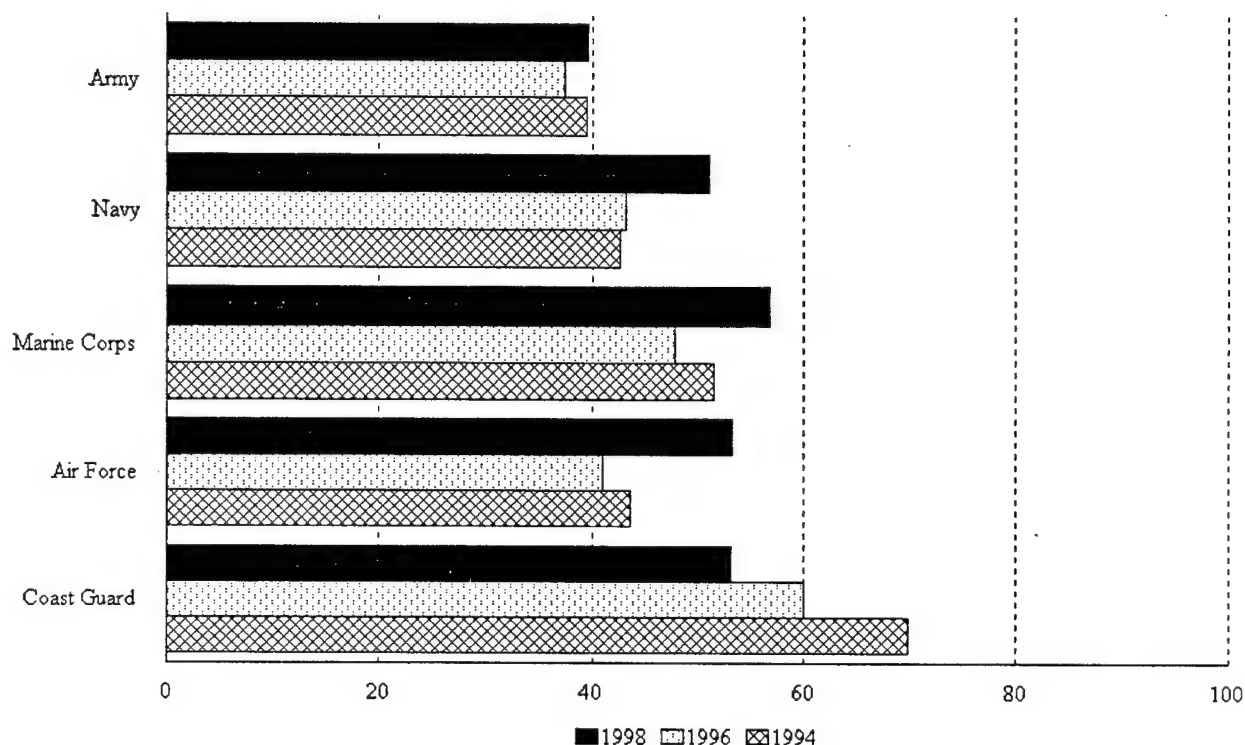
Nearly half (47.2%) of active DoD recruiters agreed with the statement that their superiors worked with them as a team (see Appendix D, Table D-70). The percentages ranged from 56.9 for the Marine Corps to 39.4 for the Army. The percentage of those, in the aggregate, who disagreed was 28.1. Figures for those disagreeing ranged from a high of 33.9 percent for Army recruiters to a low of 18.1 percent for Marine Corps recruiters. In the Coast Guard, 53.2 percent of recruiters agreed with the statement that supervisors worked with them as a team, while one-fourth (25.4%) disagreed.

Changes in the distribution of responses for all active DoD recruiters were significant between 1996 and 1998 (41.4% agreed in 1996 compared to 47.2% in 1998). Only Army recruiters did not show a significant change in the distribution reporting that they worked as a team with their supervisors between 1996 and 1998. For the Navy, Marine Corps, and Air Force, however, the changes in responses were significant and increased between 1996 and 1998. Coast Guard recruiters also showed significant changes in responses between 1996 and 1998. However, unlike active DoD recruiters, proportionately fewer Coast Guard recruiters thought

that they and their superiors worked as a team than was the case in 1996 (53.2% today versus 60.0% in 1996). This appears to be a downward trend since 1994.

**Figure 72.1.**

**Active Component: Percentage Agreeing That Superiors and Recruiter Worked as a Team - Question 25d**



### **Reserve Component**

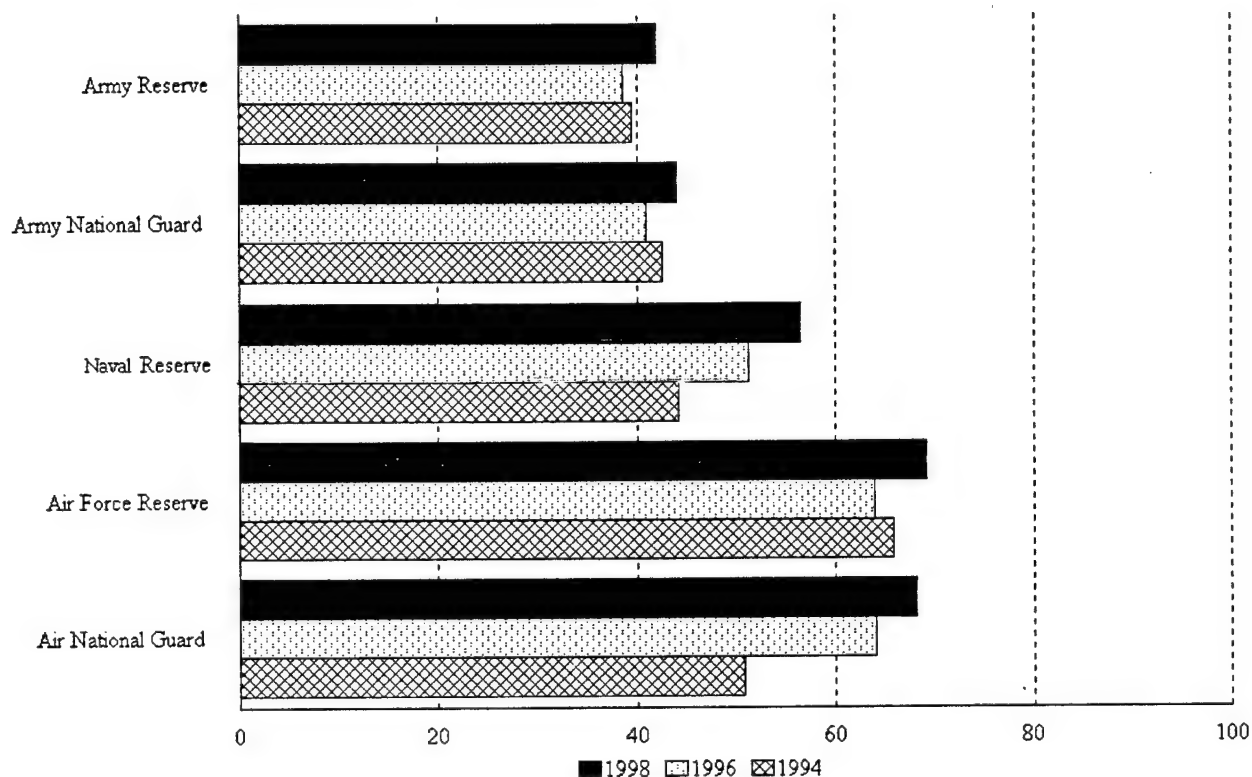
Less than half (47.5%) of Reserve and Guard recruiters agreed that their superiors and they worked as a team. Proportionately, Air National Guard and Air Force Reserve recruiters (68.2% and 69.2%, respectively) most frequently agreed with this statement as seen in Figure 72.2. In contrast, proportionately the fewest Army Reserve recruiters agreed with this statement (42.0%). The percentage of all Reserve and Guard recruiters who disagreed with the statement was 28.6. Negative responses were highest in the Army National Guard and Army Reserve (30.5% and 32.6%, respectively) and lowest in the Air National Guard (15.5%).

Changes in the distribution of responses for all Reserve and Guard recruiters were not significant between 1996 and 1998. Responses between the two surveys, however, were significantly different for Air National Guard recruiters and Air Force Reserve recruiters. Agreement was higher in 1998 than it was in 1996 or in 1994.



**Figure 72.2.**

***Reserve Component: Percentage Agreeing That Superiors and Recruiter Worked as a Team - Question 25d***



### ***Supervisors Understood and Helped Recruiters With Problems***

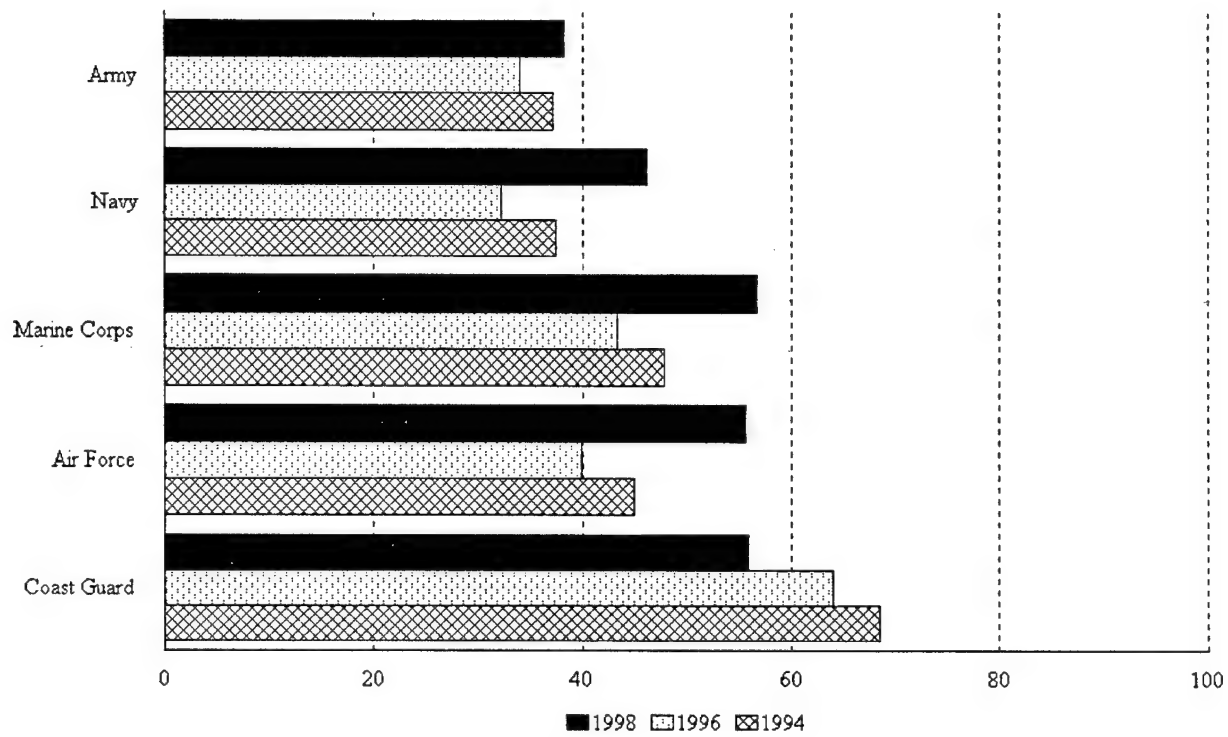
#### ***Active Component***

Less than half (45.9%) of active DoD recruiters agreed with the statement that supervisors understood and helped recruiters with problems (see Appendix D, Table D-71). The range of those agreeing extended from a high of 56.7 percent for the Marine Corps to a low of 38.3 percent for the Army and is displayed in Figure 73.1. The percentage of active DoD recruiters who disagreed with the statement was 31.3. These negative responses ranged from a high of 36.2 percent in the Army to a low of 23.9 percent in the Marine Corps. In the Coast Guard, over one-half (55.9%) agreed with the statement that supervisors understood and helped with recruiting problems while one-fourth (25.2%) of the recruiters disagreed.

The perception of the helpfulness of supervisors increased significantly from 1996. Although between 1994 and 1996 there was a decline in the perception of the helpfulness (39.8% in 1994 and 36.0% in 1996), the figure for 1998 (45.9%) was well above even the 1994 figure. Among Coast Guard recruiters, the percentage agreeing that supervisors understood and helped with problems declined from 1996 (64.0% agreed in 1996 and 55.9% agreed in 1998).

**Figure 73.1.**

**Active Component: Percentage Agreeing Supervisors Understood and Helped Recruiters With Problems - Question 26a**



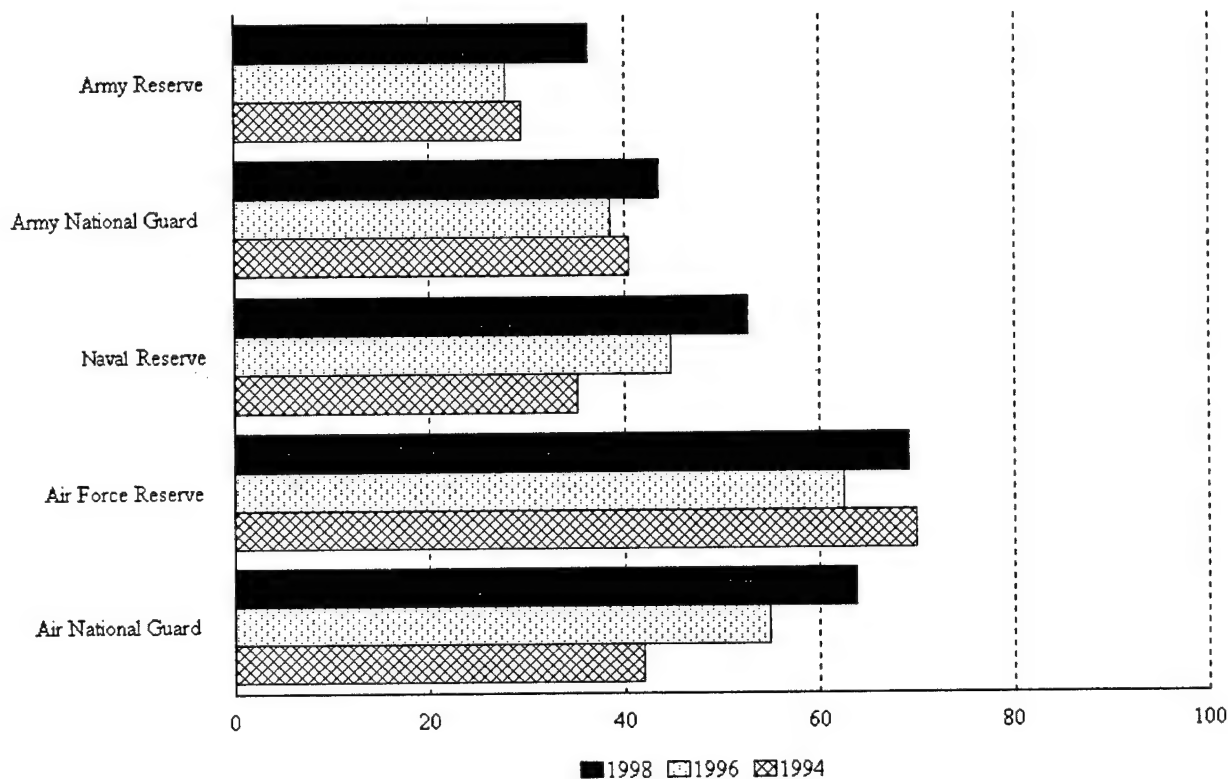
### **Reserve Component**

In the Reserve Component, 45.2 percent of recruiters agreed that supervisors understood and helped them with problems. As indicated in Figure 73.2, for individual Components, levels of agreement ranged from a high of 69.2 percent for the Air Force Reserve to a low of 36.3 percent for the Army Reserve. The percentage of total Reserve and Guard recruiters who disagreed that supervisors understood and helped recruiters with problems was 33.4. The percentage disagreeing ranged from a high of 40.5 in the Army Reserve to a low of 18.2 in the Air Force Reserve.

Change in the distribution of responses for Reserve and Guard recruiters, overall, was significant between 1996 and 1998. Changes in responses were not significant for Army National Guard and Air Force Reserve recruiters. The percentages agreeing rose from 1996 to 1998 for Army Reserve (27.9% to 36.3%), Naval Reserve (44.7% to 52.7%) and Air National Guard (54.8% to 63.8%) recruiters.

**Figure 73.2.**

***Reserve Component: Percentage Agreeing Supervisors Understood and Helped Recruiters With Problems - Question 26a***



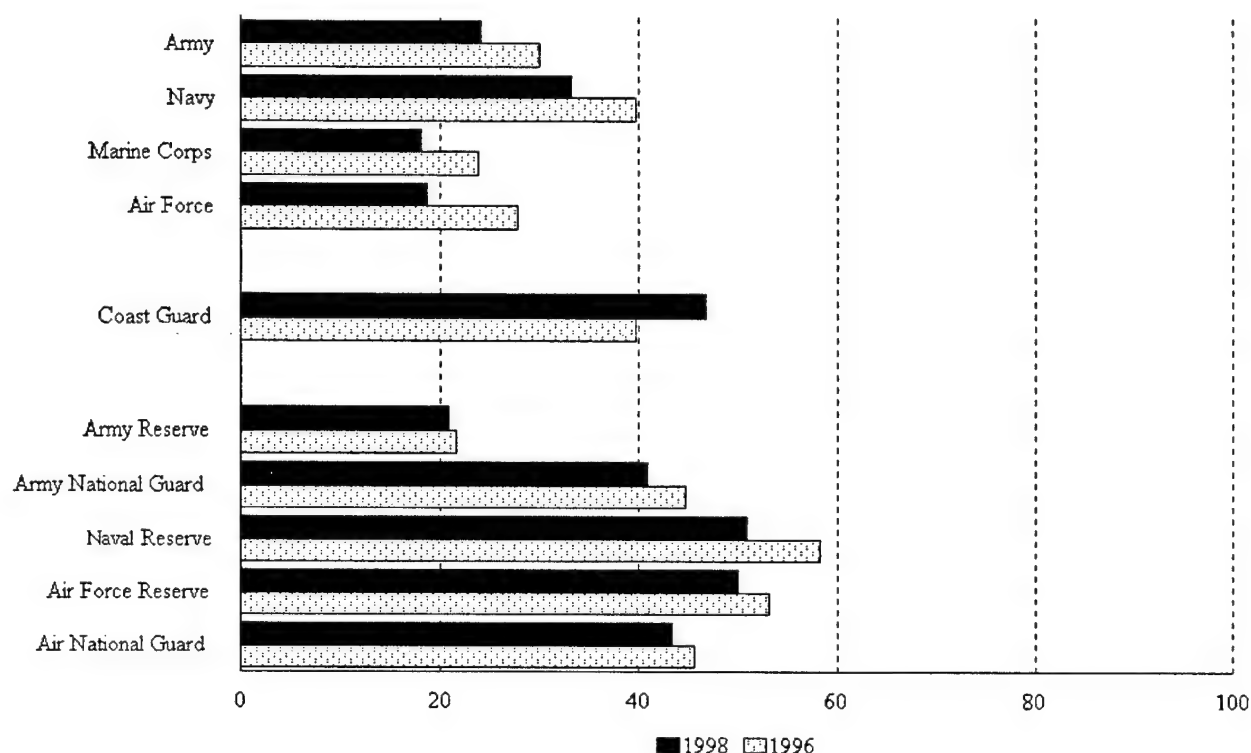
### ***Supervisor Assistance With Schools***

#### ***Active Component***

About three-quarters (76.1%) of active DoD recruiters reported that supervisors frequently or sometimes assisted with gaining school cooperation (see Appendix D, Table D-72). Less than one-quarter (23.9%) reported that supervisors never assisted with schools. Percentages reporting no support ranged from a high of 33.3 in the Navy to a low of 18.2 in the Marine Corps, as can be seen in Figure 74. Almost one-half (46.8%) of Coast Guard recruiters reported no assistance from their supervisors in gaining assistance in the recruiting effort from high schools.

Since this question was first asked in 1996, the percentage of active DoD recruiters responding that their supervisors actively assisted frequently or sometimes with getting school cooperation increased from 68.9 to 76.1. All active DoD Services showed significant increases in the percentage of recruiters stating that their supervisor assisted them frequently or sometimes in getting school cooperation. Further, the percentage of active DoD recruiters who stated that their supervisor never assisted in getting school cooperation fell from 31.1 in 1996 to 23.9 in 1998. In contrast, there was no significant change in the distribution of Coast Guard recruiter responses to the statement that their supervisors assisted in getting school cooperation.

**Figure 74.**  
**Percentage Reporting Supervisors Never Actively Assisted Recruiters in Getting School Cooperation - Question 59**



### **Reserve Component**

For recruiters in the Reserve Component, 64.1 percent reported that supervisors sometimes or frequently assisted with getting school cooperation, while 36.0 percent reported that supervisors never assisted with schools. Results for supervisors never assisting ranged from a high of 51.0 percent for the Naval Reserve to a low of 20.9 percent for the Army Reserve. These results are shown in Figure 74.

As was found with active DoD recruiters, since 1996 there was a significant decline in the percentage of Reserve and Guard recruiters reporting that their supervisors never assisted with getting school cooperation (39.0% 1996 and 36.0% in 1998). Army Reserve recruiters and Air National Guard recruiters reported significant changes in the distribution of supervisor assistance with getting school cooperation since 1996. For Army Reserve recruiters and Air National Guard recruiters, greater percentages reported that supervisors frequently assisted in 1998 compared to 1996 (25.3% and 15.9% for Army Reserve and 16.3% and 8.7% for Air National Guard, respectively).

## ***Immediate Supervisor Coached Me if I Needed It***

### ***Active Component***

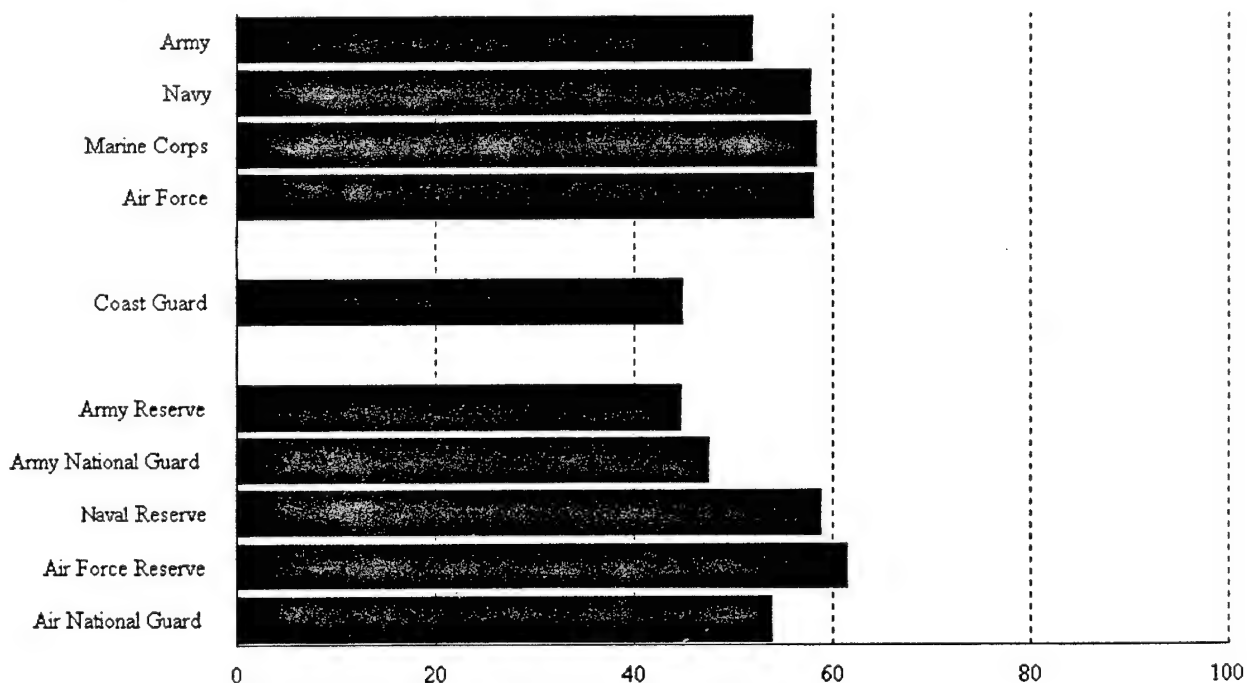
Over one-half (55.3%) of active DoD recruiters agreed that their immediate supervisor coached them if needed, while less than one-quarter (23.2%) disagreed (see Appendix D, Table D-73). Figure 75 shows that Marine Corps and Air Force recruiters had, proportionally, the highest percentage agreeing that their immediate supervisor coached them when needed (58.4% and 58.2%, respectively). Army recruiters had the lowest percentage (52.0%) reporting that their immediate supervisor would coach them if needed. In contrast, less than half (44.9%) of Coast Guard recruiters agreed that their immediate supervisor coached them if necessary.

### ***Reserve Component***

Slightly less than one-half (49.0%) of Reserve and Guard recruiters agreed that their immediate supervisor coached them if needed. Unlike the active DoD recruiters, there was a much greater variation in the percentage of Reserve and Guard recruiters agreeing that their supervisor would coach them. While 61.5 percent of Air Force Reserve recruiters agreed that their immediate supervisor coached them if necessary, only 44.7 percent of Army Reserve recruiters agreed (see Figure 75).

**Figure 75.**

***Percentage Agreeing That Immediate Supervisor Coached Recruiter if Needed - Question 67b***



## ***Immediate Supervisor Maintained Morale Among Recruiters***

### ***Active Component***

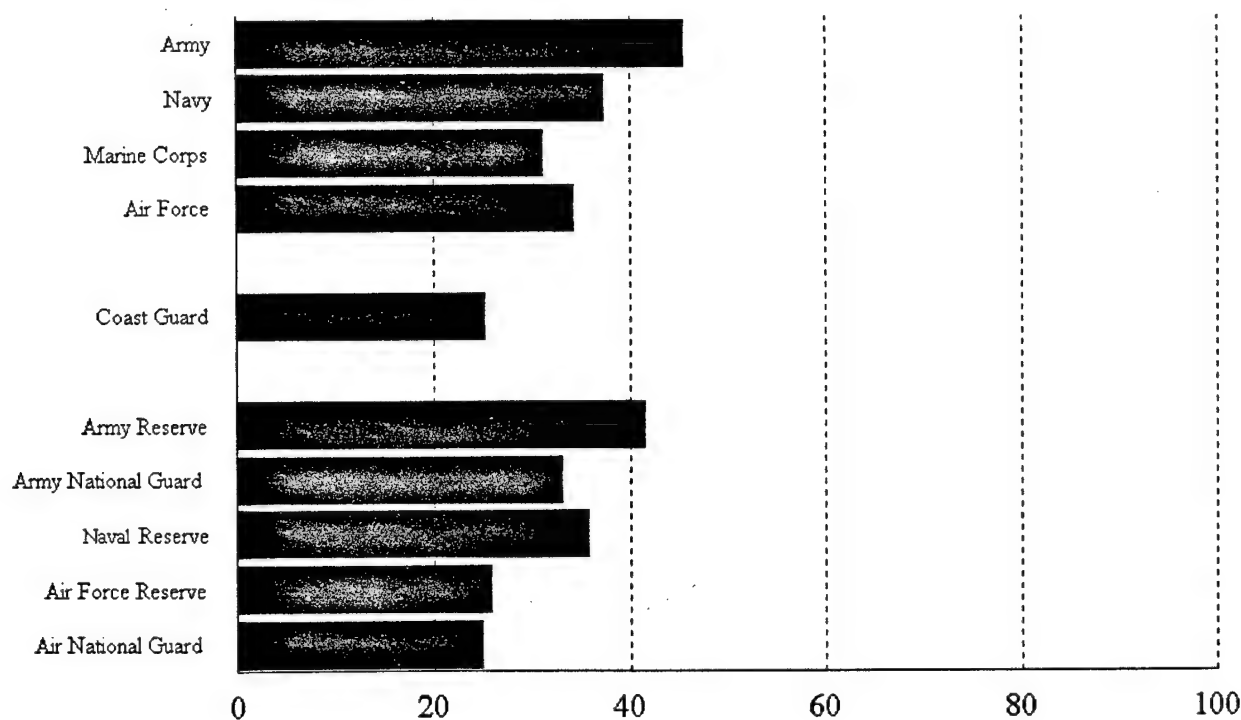
Slightly less than two-fifths (39.4%) of active DoD recruiters agreed that their immediate supervisor did a poor job of maintaining morale among recruiters, while a similar percentage (37.9%) disagreed with the statement (see Appendix D, Table D-74). There was significant variation in distributions by Service. As Figure 76 indicates, Army recruiters had, proportionately, the highest percentage (45.5%) reporting that their immediate supervisor did a poor job of maintaining morale, compared to a low of 31.2 percent for Marine Corps recruiters. One-quarter (25.2%) of Coast Guard recruiters agreed that their immediate supervisor did a poor job maintaining morale among recruiters.

### ***Reserve Component***

Slightly more than one-third (34.6%) of Reserve and Guard recruiters agreed that their immediate supervisor did a poor job of maintaining morale among recruiters. As was found for active DoD recruiters, there was a significant range of responses across individual Reserve Components. Proportionately, the highest percentage agreeing was found in the Army Reserve (41.5%), while the lowest percentages were found in the Air National Guard (25.0%) and Air Force Reserve (25.9%), as shown in Figure 76.

**Figure 76.**

***Percentage Agreeing That Immediate Supervisor Did a Poor Job of Maintaining Morale Among Recruiters - Question 67d***



## **Supervisor Perspective on Recruiters**

The *1998 DoD Recruiter Survey* included for the first time a set of questions to be completed by supervisors, asking them about production recruiters. All survey respondents were asked if they supervised at least one other production recruiter on a routine basis. Those recruiters who answered affirmatively were classified as supervisors and were asked to report if they agreed, disagreed, or were neutral in regard to the new set of questions.

There was considerable variation across Services and Components with respect to the percentage of supervisors. Over half of Coast Guard, Navy, and Naval Reserve respondents supervised at least one other production recruiter on a routine basis (58.3%, 54.8%, and 56.0%, respectively), while about one-fifth of Air Force recruiters and Army Reserve recruiters responded that they supervised at least one other production recruiter (21.8% and 19.1%, respectively).

Results from the set of questions asked of recruiting supervisors are discussed in the following sections.

### ***Recruiters Should Not Bother Overworked Supervisors With Their Problems***

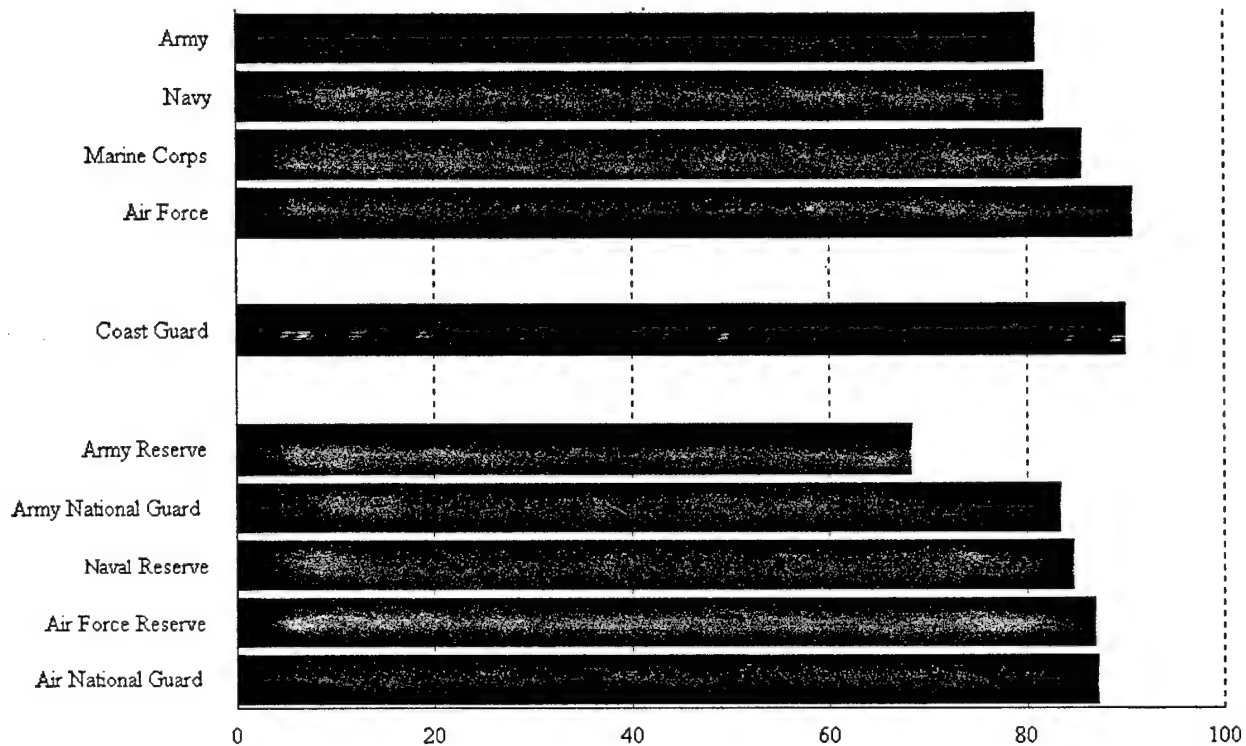
#### ***Active Component***

Few active DoD recruiting supervisors (8.7%) agreed and 82.9 percent disagreed with the statement, "Recruiters should not bother overworked supervisors with their problems." (See Appendix D, Table D-75). Table 77 shows the percentages of those who disagreed. The range for those who disagreed was from 90.8 percent for Air Force supervisors to a low of 81.0 percent for the Army.

Among Coast Guard supervisors, 90.0 percent disagreed with the statement, while only 1.4 percent agreed that recruiters should not bother overworked supervisors with their problems.

**Figure 77.**

***Percentage of Supervisors Who Disagreed That Recruiters Should Not Bother Overworked Supervisors With Their Problems - Question 68a***



### ***Reserve Component***

Like active DoD supervisors, 81.8 percent of Reserve Component supervisors disagreed with the statement, "Recruiters should not bother overworked supervisors with their problems." The percentages across Components ranged from 87.3 in the Air National Guard to 68.3 in the Army Reserve. The percentage of supervisors in agreement ranged from a high of 15.9 in the Army Reserve to a low of 6.2 in the Naval Reserve.



## ***Teamwork Was as Important as Individual Effort in Reaching Recruitment Goals***

### ***Active Component***

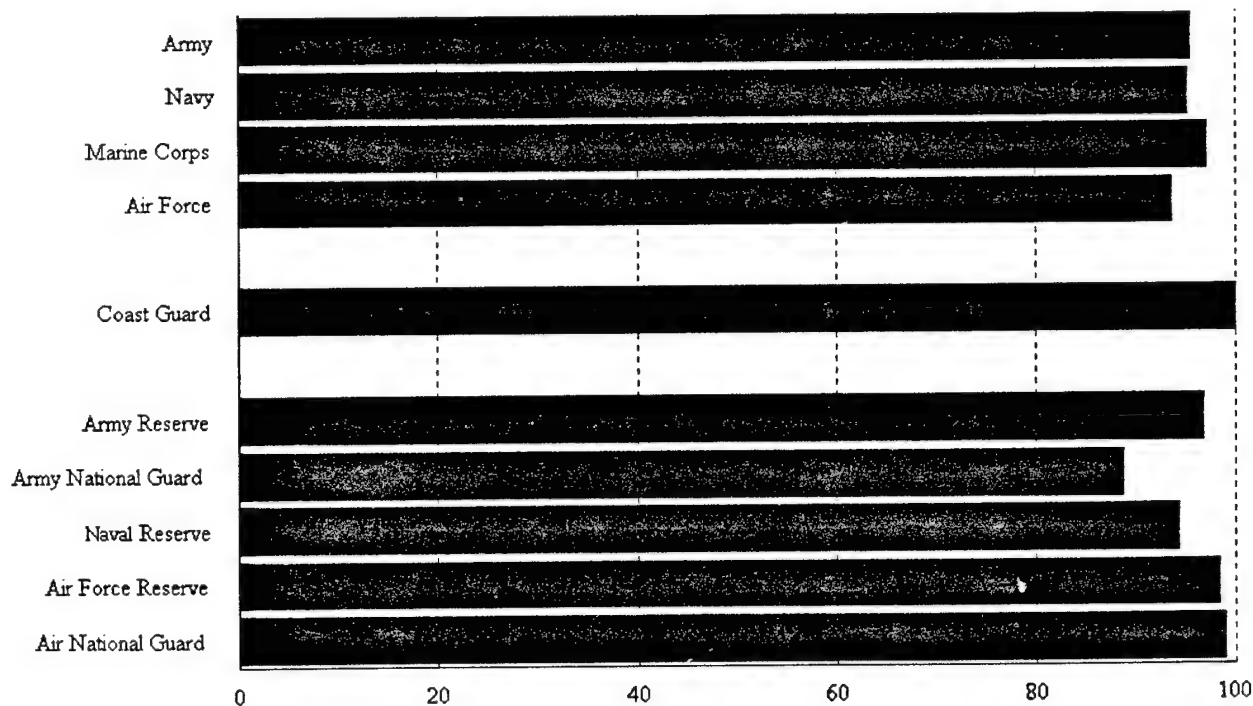
A majority (95.7%) of active DoD supervisors agreed with the statement, "Teamwork is as important as individual effort in reaching recruitment goals," as compared with only 2.3 percent who disagreed (see Appendix D, Table D-76). As Table 78 shows, percentages of those agreeing ranged from 97.1 in the Marine Corps to 93.6 in the Air Force. Most notably, responses among Coast Guard recruiting supervisors were uniform: all (100.0%) agreed with the statement regarding the importance of teamwork.

### ***Reserve Component***

As with active DoD recruiting supervisors, the vast majority (92.6%) of Reserve and Guard recruiting supervisors agreed that teamwork was important to the fulfillment of recruiting goals. The percentages ranged from 99.0 for the Air National Guard and 98.4 for the Air Force Reserve to 88.7 for the Army National Guard. Percentages disagreeing ranged from a high of 4.2 in the Army National Guard to a low of less than 0.1 in both the Air Force Reserve and the Air National Guard.

**Figure 78.**

***Percentage of Supervisors Who Agreed That Teamwork Was as Important as Each Person's Own Effort - Question 68b***



## ***Supervisor's Job Was to Motivate Recruiters to Make Their Goals***

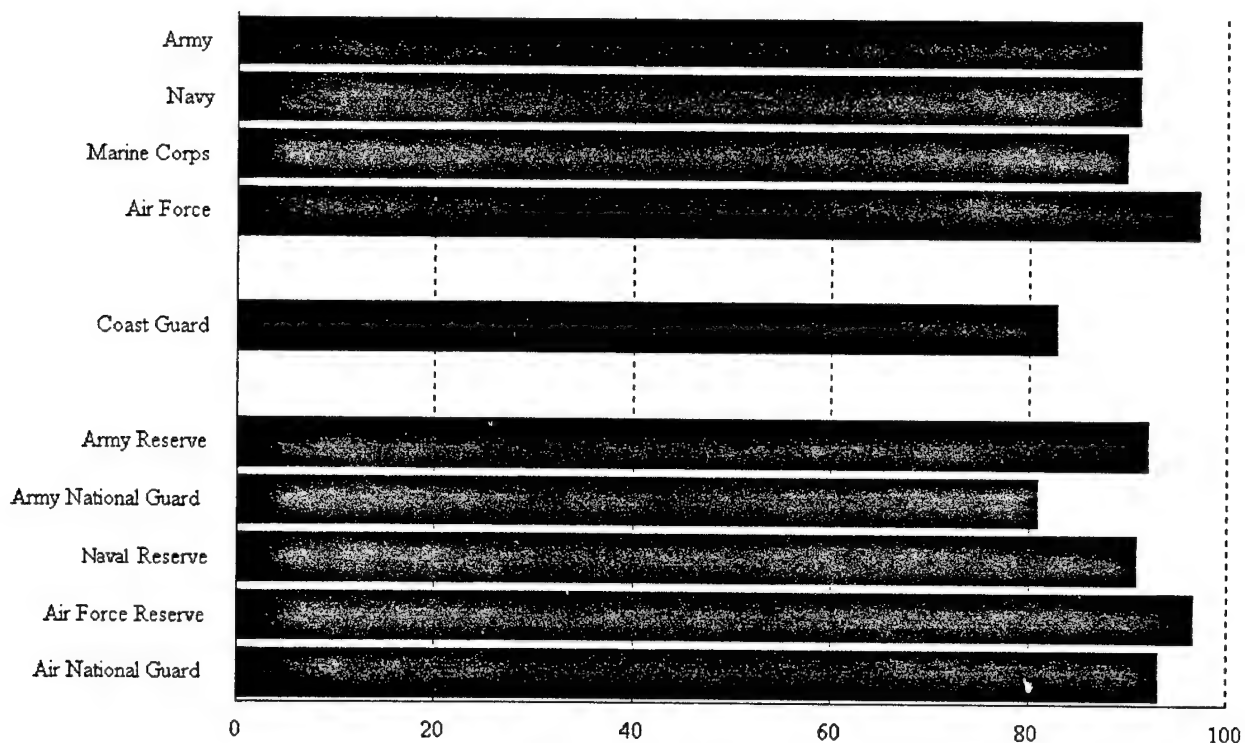
### ***Active Component***

A majority (91.2%) of active DoD recruiting supervisors agreed and 3.6 percent disagreed with the statement, "It is my job to motivate recruiters to make their goals." (See Appendix D, Table D-77). The percentages of those who agreed ranged from a high of 97.2 in the Air Force to a low of 89.9 in the Marine Corps, as displayed in Figure 79. In contrast, a significantly lower percentage of Coast Guard supervisors agreed (82.9%) that it was their job to motivate recruiters.

### ***Reserve Component***

Among recruiting supervisors in the Reserve Component, 86.7 percent agreed and 5.7 percent disagreed that it was their job to motivate recruiters. The percentages for those who agreed ranged from 96.7 in the Air Force Reserve to 81.0 in the Army National Guard.

**Figure 79.**  
***Percentage of Supervisors Who Agreed That It Was Their Job to Motivate Recruiters to Make Goals - Question 68c***



## ***When Supervisor Listened to Subordinates, Supervisor Did Better Job***

### ***Active Component***

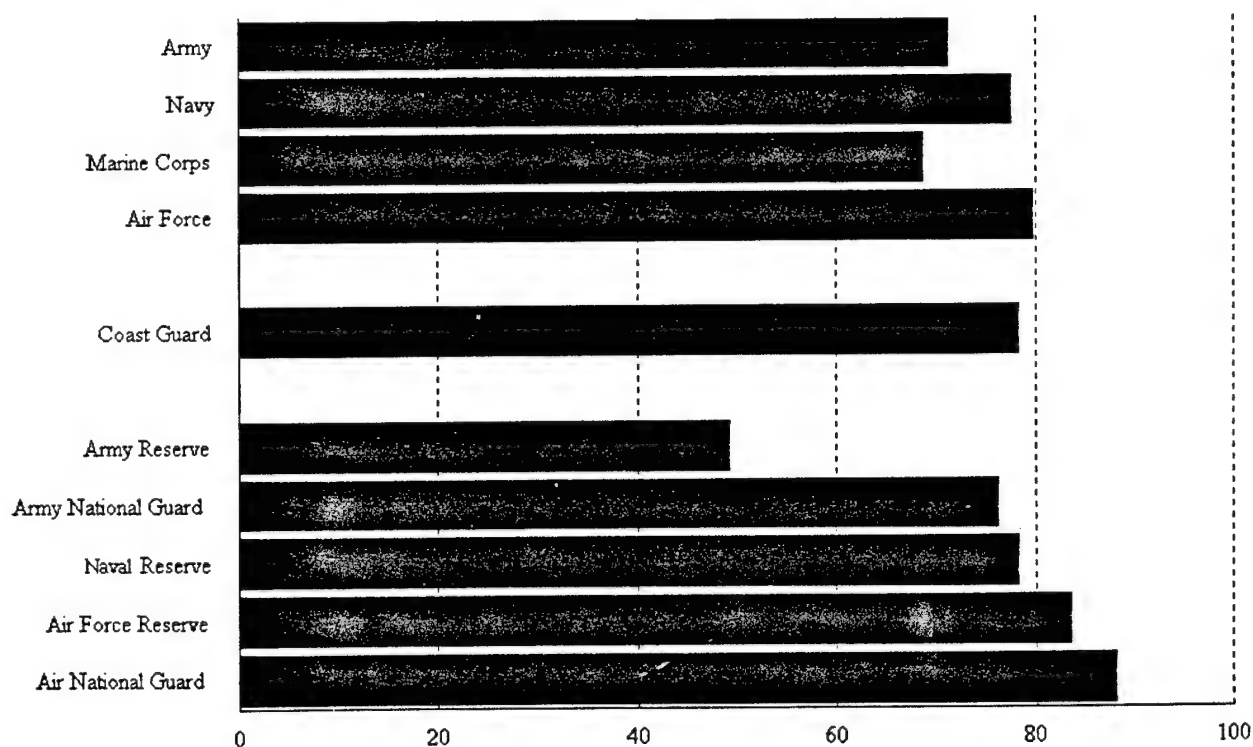
Almost three-fourths (72.5%) of active DoD recruiting supervisors agreed with the statement, "When I listen to subordinates, I do my job better," and 7.3 percent disagreed (see Appendix D, Table D-78). Among those who agreed, the percentages ranged from a high of 79.8 in the Air Force to a low of 68.8 in the Marine Corps, as shown in Figure 80. Among active recruiting supervisors who disagreed with the item, percentages ranged from 8.6 among Army recruiting supervisors to 5.2 among Navy recruiting supervisors. Proportionately more Coast Guard recruiting supervisors agreed (78.3%) than active DoD supervisors.

### ***Reserve Component***

Overall, opinion regarding the value of listening to subordinates among recruiting supervisors in the Reserve Component resembled that among active DoD recruiting supervisors. Almost three-fourths (73.8%) agreed with the statement, as compared with only 6.7 percent who disagreed. The percentages for those who agreed ranged from a high of 88.2 in the Air National Guard and 83.6 in the Air Force Reserve to a low of 49.2 in the Army Reserve.

**Figure 80.**

***Percentage of Supervisors Who Agreed That When They Listened to Subordinates, They Did Their Job Better - Question 68d***



## ***Supervisor's Job Was to Teach Recruiters Who Had Not Learned Everything From Their Training***

### ***Active Component***

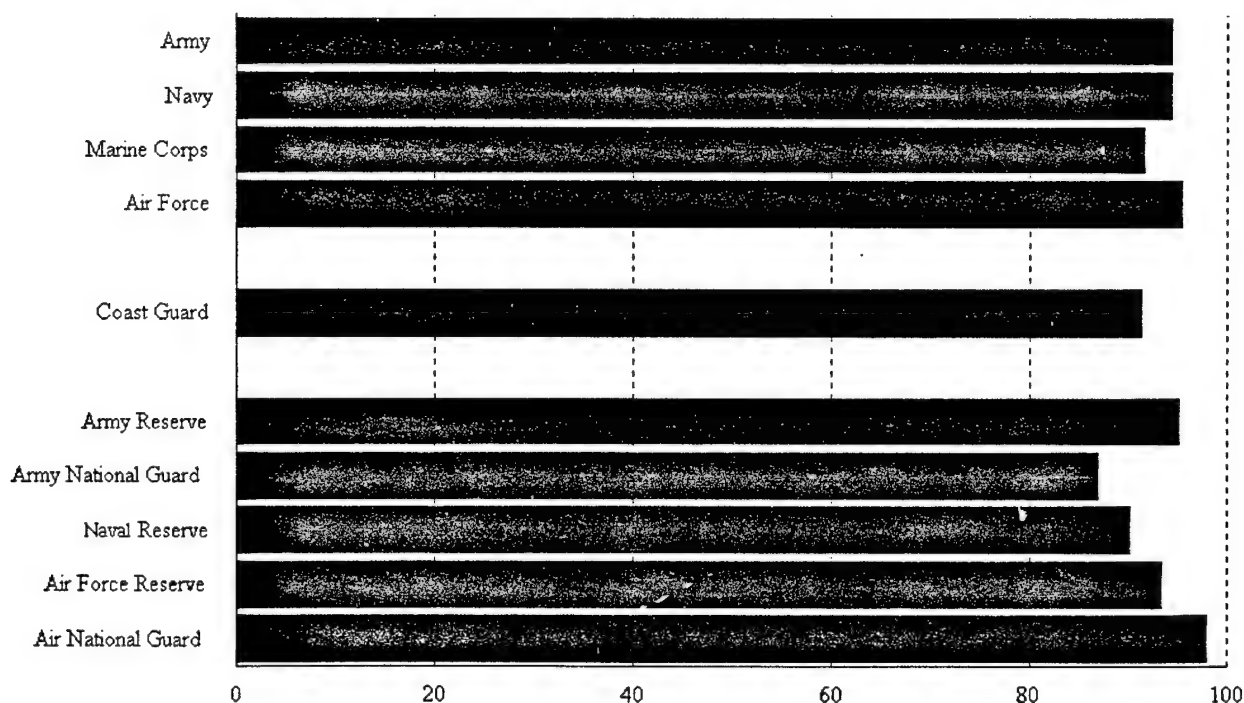
The majority (93.8%) of active DoD supervisors agreed and 1.3 percent disagreed with the statement, "It is my job to teach recruiters who have not learned everything necessary from their training." (See Appendix D, Table D-79.) Differences across active DoD Services were not significant. Figure 81 displays the percentages of recruiters by Service who agreed. In contrast, Coast Guard supervisors displayed a significantly different distribution in their response to the above statement. While a similar percentage (91.3%) of supervisors agreed with the statement, none disagreed.

### ***Reserve Component***

Overall, the distribution of responses to the statement, "It is my job to teach recruiters who have not learned everything necessary from their training," was quite similar for Active Component and Reserve Component supervisors (93.8% and 90.3% agreed, respectively). There was some variability among Reserve and Guard Components. The percentages of supervisors who agreed ranged from a high of 98.0 in the Air National Guard and 93.4 in the Air Force Reserve to a low of 86.9 in the Army National Guard (shown in Figure 81).

**Figure 81.**

***Percentage of Supervisors Who Agreed That It Was Their Job to Teach Recruiters Who Had Not Learned Everything From Training - Question 68e***



## ***Recruiters Needed Constant Pressure to Make Their Goals***

### ***Active Component***

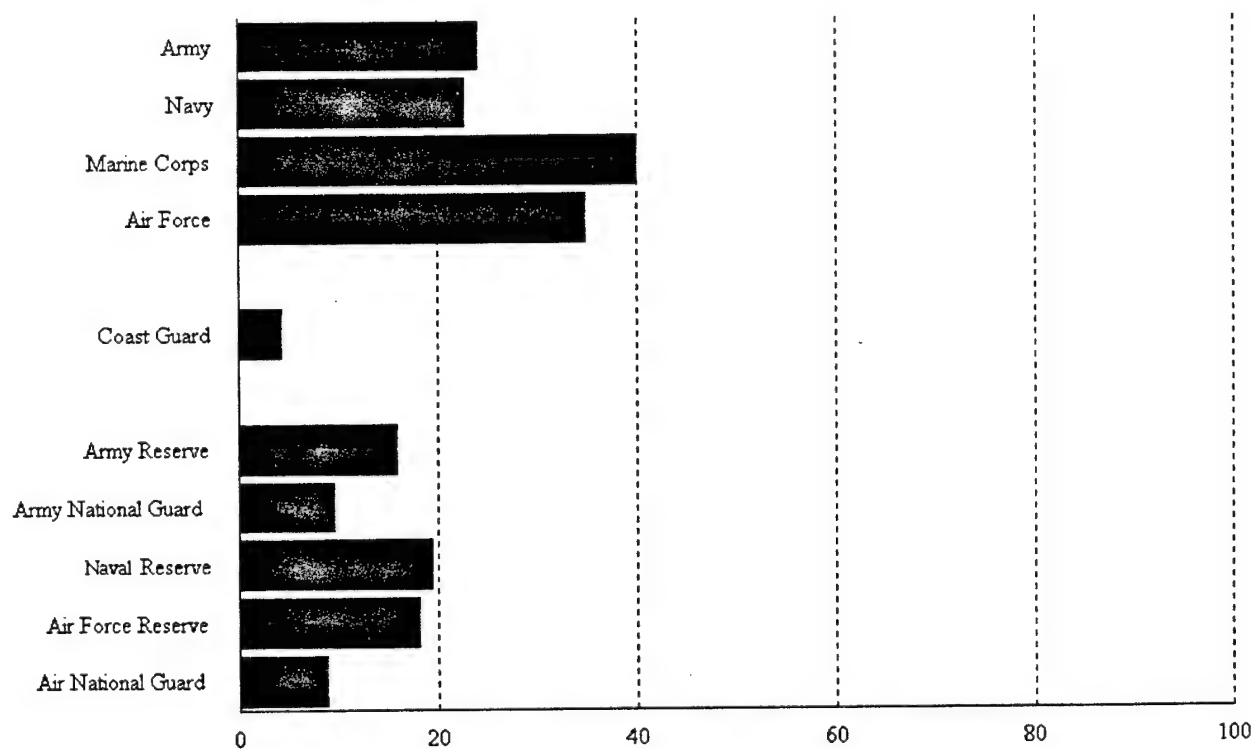
About one-half (51.0%) of active DoD supervisors disagreed with the statement that, "Recruiters needed constant pressure for them to make their goals," while more than one-fourth (28.4%) agreed (see Appendix D, Table D-80). Agreement levels ranged from 40.1 percent in the Marine Corps to 22.7 percent in the Navy (see Figure 82). Coast Guard supervisors responded quite differently than active DoD supervisors. Proportionately fewer (4.3 %) agreed that recruiters needed constant pressure, and 78.3 percent disagreed.

### ***Reserve Component***

Overall, proportionately fewer Reserve Component recruiting supervisors (12.8%) than active DoD recruiting supervisors agreed that recruiters needed constant pressure to make their goals. Just under three-fourths (71.9%) of Reserve and Guard recruiting supervisors disagreed with the statement, compared to only 51.0 percent of active DoD supervisors. Among the Reserve Components, the percentage agreeing that recruiters needed constant pressure ranged from 19.4 in the Naval Reserve to 8.8 in the Air National Guard.

**Figure 82.**

***Percentage of Supervisors Who Agreed That Recruiters Needed Constant Pressure to Make Goals - Question 68f***



## ***Supervisors Who Inspired Recruiters Made the Difference Between Goal Achievement and Failure***

### ***Active Component***

A large percentage (88.5%) of active DoD supervisors agreed with the statement that, "Supervisors who inspire recruiters make the difference between goal achievement and failure" while only 4.0 percent disagreed (see Appendix D, Table D-81). As Table 83 reveals, the percentage of active DoD recruiting supervisors who agreed varied from 91.9 in the Marine Corps to 85.8 in the Army.

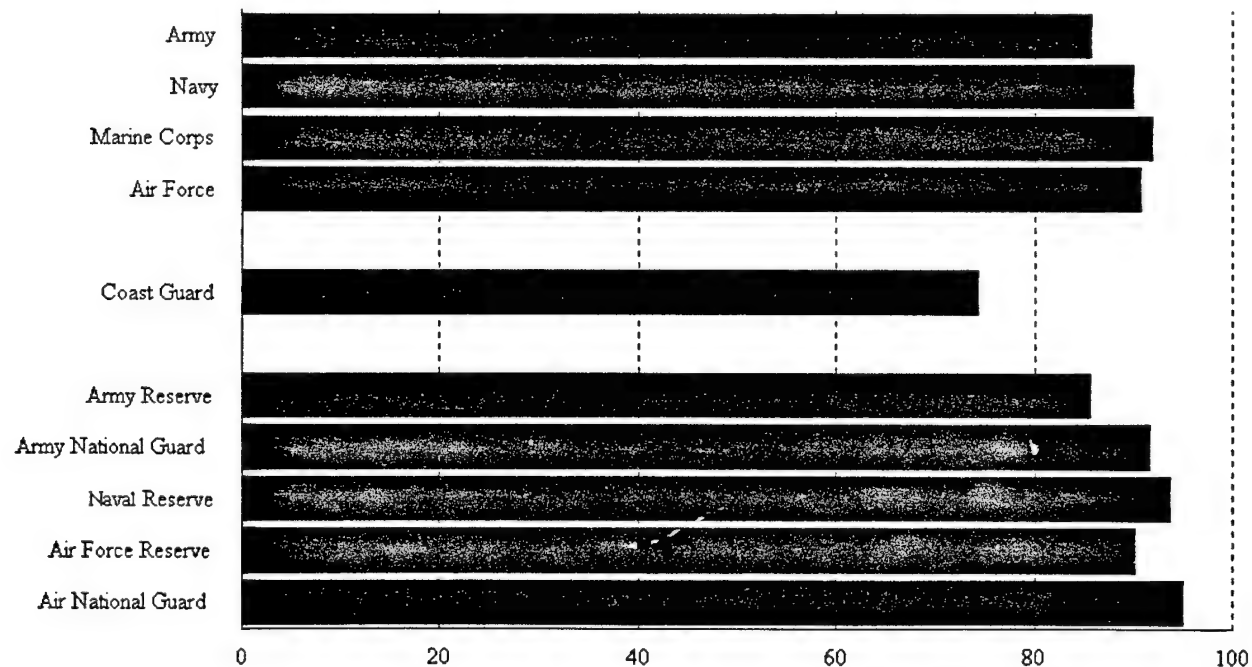
In contrast, slightly less than three-fourths (74.3%) of Coast Guard supervisors agreed with the above statement, while 7.1 percent disagreed. Thus, Coast Guard recruiting supervisors had a significantly different distribution of responses than was reported by active DoD recruiting supervisors.

### ***Reserve Component***

Overall, proportionately more Reserve and Guard recruiting supervisors than active DoD recruiting supervisors agreed that, "Supervisors who inspire recruiters make the difference between goal achievement and failure" (91.3% and 88.5%, respectively) while only 2.8 percent of Reserve and Guard recruiters disagreed. The percentages that agreed ranged from 95.1 in the Air National Guard to 85.7 in the Army Reserve.

**Figure 83.**

***Percentage of Supervisors Who Agreed That Supervisors Who Inspired Recruiters Made the Difference Between Goal Achievement and Failure - Question 68g***



## ***Once Properly Trained, Recruiters Should Be Allowed to Make Their Own Decisions***

### ***Active Component***

Two-thirds (68.0%) of active DoD recruiter supervisors agreed with the statement, "Once properly trained, recruiters should be allowed to make their own decisions" while 13.8 percent disagreed. (See Appendix D, Table D-82). Percentages in agreement were: 71.8 for the Navy; 71.6 for the Army; 69.7 for the Air Force; and 57.2 for the Marine Corps, as can be seen in Figure 84.

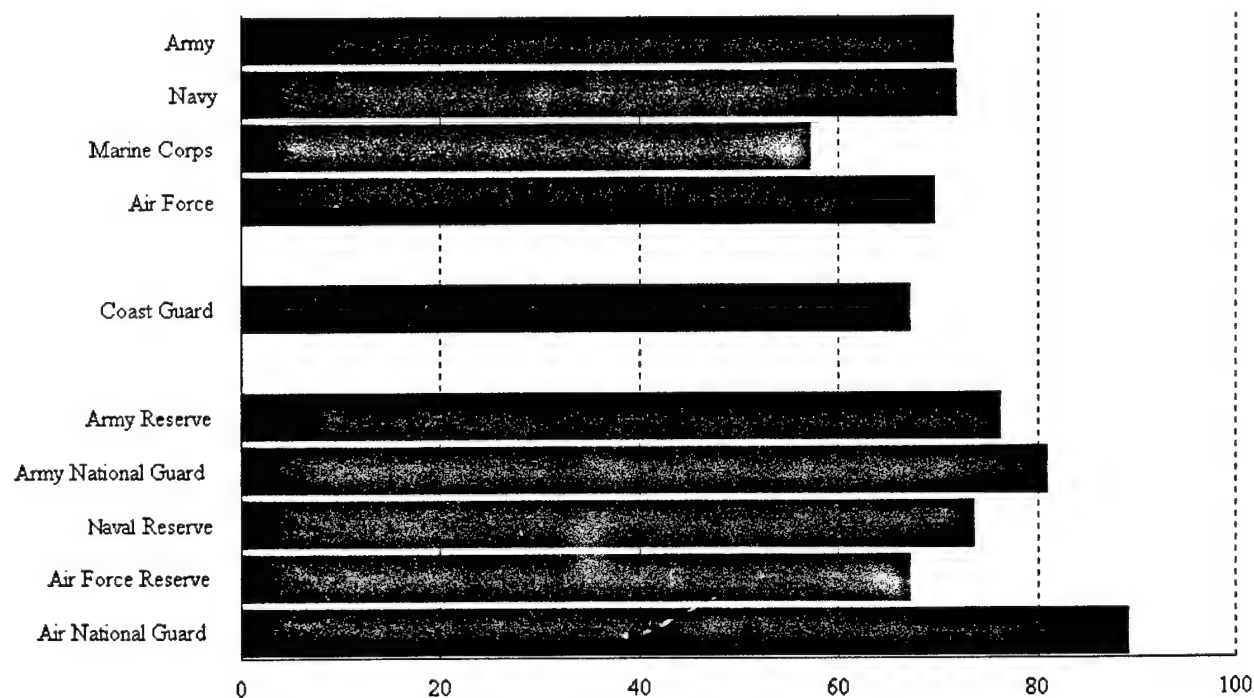
Responses to this statement by Coast Guard supervisors were not significantly different from those for active DoD recruiting supervisors. About two-thirds of Coast Guard recruiters (67.1%) agreed with the statement, and 12.9 percent disagreed.

### ***Reserve Component***

Among supervisors in the Reserve Component, 78.8 percent agreed that recruiters should be allowed to make their own decisions and 6.3 percent disagreed (see Appendix D, Table D-82). Levels of agreement among Reserve and Guard supervisors ranged from 67.2 percent for Air Force Reserve supervisors to 89.2 percent for Air National Guard supervisors.

**Figure 84.**

***Percentage of Supervisors Who Agreed That Recruiters Should Be Allowed to Make Their Own Decisions - Question 68h***



## ***Supervisors Could Only Do So Much to Encourage Recruiters Who Failed***

### ***Active Component***

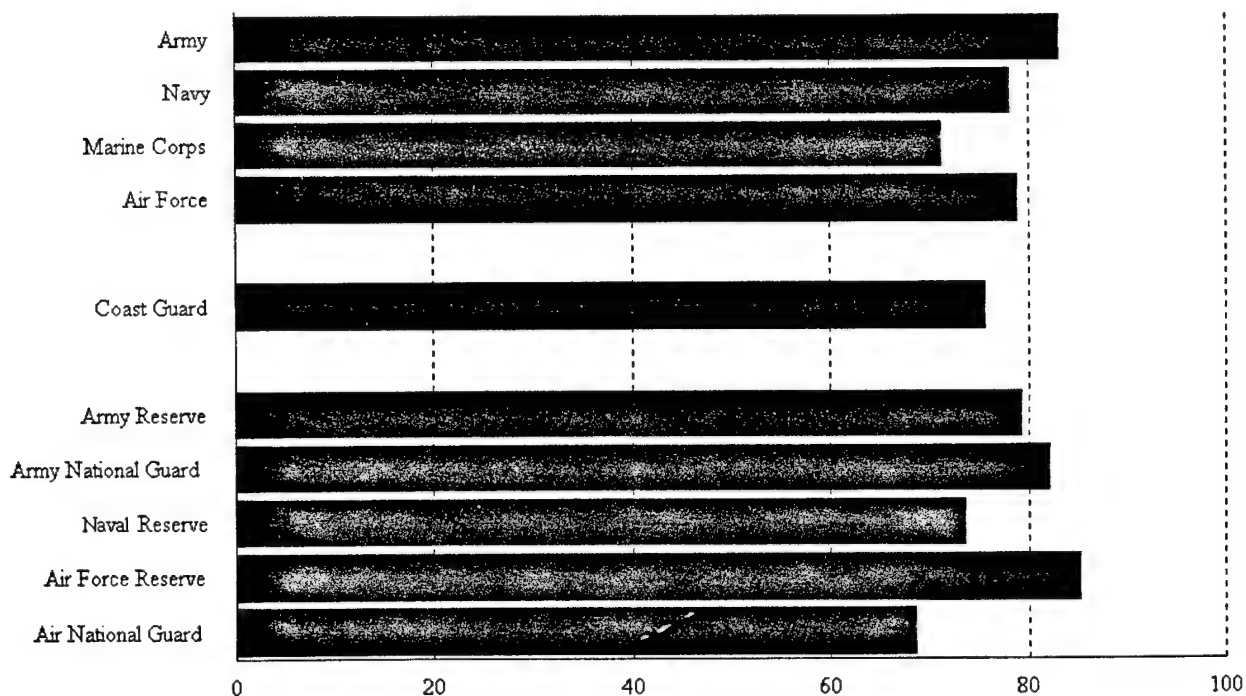
Over three-fourths (78.8%) of active DoD recruiting supervisors agreed with the statement, "Supervisors can do only so much to encourage recruiters who fail to make their recruitment goals," as compared with 13.5 percent who disagreed (see Appendix D, Table D-83). Figure 85 displays the percentages agreeing, which ranged from 83.1 in the Army to 71.2 in the Marine Corps. Responses by Coast Guard recruiting supervisors were not significantly different from those of active DoD recruiting supervisors. Three-fourths of Coast Guard supervisors (75.7%) agreed with the statement, and 12.9 percent disagreed.

### ***Reserve Component***

Overall, the distribution of responses of Reserve and Guard recruiting supervisors to the above statement were similar to those for active DoD recruiting supervisors. Most (79.1%) recruiting supervisors agreed with the statement and 13.9 percent disagreed. Only Army National Guard and Air National Guard supervisors had significantly different response distributions compared to all other Reserve and Guard supervisors (82.1% and 68.6%, respectively, agreed).

**Figure 85.**

***Percentage of Supervisors Who Agreed That They Could Do Only So Much to Encourage Recruiters Who Failed - Question 68i***





## ***Punishing Recruiters Who Did Not Make Their Goals Could Be Counterproductive***

### ***Active Component***

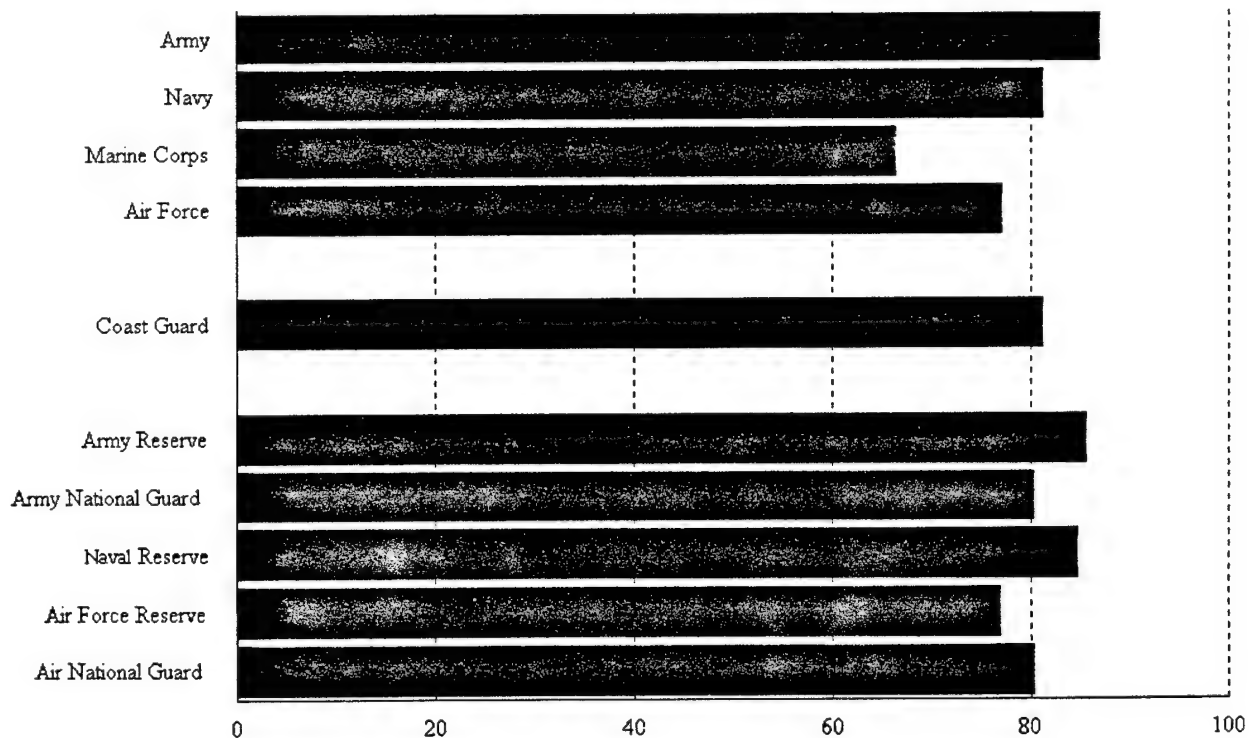
Most (80.1%) active DoD supervisors agreed that, "Punishing recruiters who do not make their goals can be counterproductive" while 8.9 percent disagreed (see Appendix D, Table D-84). Percentages in agreement ranged from 86.9 in the Army to 66.4 in the Marine Corps, shown in Figure 86. The distribution of Coast Guard recruiting supervisor responses to the above statement were significantly different from that of active DoD supervisors. While 81.2 percent of Coast Guard supervisors agreed with the statement, only 4.3 percent disagreed.

### ***Reserve Component***

Overall, the distribution of responses of recruiting supervisors in the Reserve Component closely matched that for active DoD recruiting supervisors. Among Reserve and Guard recruiters, 81.8 percent agreed that punishing recruiters could be counterproductive as compared to 8.5 percent who disagreed. Agreement ranged from 85.7 in the Army Reserve and 84.7 percent in the Naval Reserve to 77.0 percent in the Air Force Reserve.

**Figure 86.**

***Percentage of Supervisors Who Agreed That Punishing Recruiters Who Did Not Make Their Goals Could Be Counterproductive - Question 68j***





## CHAPTER 3: SUMMARY AND CONCLUSIONS

Recruiting and retaining sufficient numbers of qualified men and women to serve in today's military is one of America's biggest challenges. Over 25 years ago, the United States launched the All-Volunteer Force. The Military Services recruited more than 400,000 young people in the first year. Since then, almost eight million Americans have voluntarily answered the call to serve in our active forces. Millions more served in the Reserve Component. In Fiscal Year 1999, more than 340,000 young people signed up.

Results from the *1998 DoD Recruiter Survey* should be considered in the context of the current recruiting environment. Today, because of a booming economy and increased youth college enrollment, the Services and Components are struggling to achieve their recruiting goals. The Army and Navy failed to meet recruiting objectives in FY 1998; and in FY 1999, the Army and Air Force experienced recruiting shortfalls. In such a challenging recruiting climate, the survey results show military recruiters to be more experienced, more satisfied with their job and their supervisors, more likely to want to stay in recruiting and more likely to be working longer hours than in 1996. In spite of this, goal achievement sank to its lowest level since DoD began surveying recruiters in 1989.

### Summary

The *1998 DoD Recruiter Survey* major findings cover topical areas that were included in previous surveys. Questions within these core topical areas were designed to collect information regarding field recruiter perceptions of quality of life issues. These areas are: goal achievement, job demands, improprieties, management/supervisory support, job satisfaction. Measures in most of the core areas continue a negative trend, confirming that the recruiters are facing many challenges. Findings of interest beyond the five major topical areas discuss recruiter experience level and Coast Guard recruiters.

### Goal Achievement

Roughly one-third of all active DoD recruiters achieved their assigned goals in 9 or more months out of the year preceding the *1998 DoD Recruiter Survey*. This was a substantially lower level of achievement than in 1996 or 1994. The percentage of active DoD recruiters achieving goal in at least 9 months mainly reflected decreases among Army and Air Force recruiters. Goal achievement in 9 or more months of the previous year stood at 50.2 percent for the Air Force (down from 61.8% in 1996). Army recruiter goal achievement fell to 16.9 percent in 1998 (from 28.8% in 1996 and 48.8% in 1994). Of Reserve and Guard recruiters, 57.3 percent reported that they achieved their goals in nine or more months of the previous year. The percentage of Army Reserve recruiters who reported reaching goal in 9 or more months of the past year fell 20-percentage points between 1996 and 1998.

About half of Active and Reserve Component recruiters agreed that their monthly goals were achievable. Proportionately, Army and Army Reserve recruiters least frequently perceived that their monthly goals were achievable with only 40.1 percent and 32.2 percent, respectively, reporting that their goals were achievable. However, the percentage of Army recruiters who agreed that monthly goals were achievable rose from 1996 to 1998.

### ***Job Demands***

Two-thirds of active DoD recruiters reported working, on average, more than 60 hours per week on duty-related tasks. The average workweek in 1998 was the longest reported since the recruiter surveys began in 1989. One-third of Reserve and Guard recruiters worked over 60 hours per week which is also the highest percentage in the history of the survey.

The impact of increasing job demands on recruiter leave showed significant changes. Over two thirds of active DoD recruiters and just under three fourths of Reserve Component recruiters said they voluntarily did not take leave due to the demands of their job. The percentages of recruiters across all ten Services and Components who said that they had voluntarily not taken leave due to the demands of their job rose significantly over those reported in 1994 (1998 percentages were very similar to 1996 percentages).

Additionally, about half of active DoD recruiters reported they spent at least part of 3 or more days on work-related tasks while on annual leave. Finally, one-fifth of active DoD recruiters reported that they spent at least part of 6 or more days of their annual leave on duty-related work.

Not surprisingly, 70.8 percent of active DoD recruiters reported having less free time for personal duties than had been the case in the past. Army recruiters had the highest percentage responding that they had less free time. The Air Force was the only Service with a significantly larger percentage of recruiters reporting in the 1998 survey that they had less free time than in the 1996 survey.

### ***Improprieties***

In 1998, over one-quarter of active DoD recruiters and under one-quarter of Reserve and Guard recruiters thought that recruiting improprieties took place in their recruiting command frequently. This perception was most prevalent among Army and Army Reserve recruiters within their respective Components. The percentage thinking that improprieties took place frequently grew since the last survey among all active DoD Services except the Navy. At the same time, the percentage of recruiters who believed that improprieties never occurred rose slightly in all active DoD Services.

### ***Management/Supervisory Support***

On virtually every measure of immediate supervisor support, active DoD recruiters and Reserve and Guard recruiters responded more positively in the 1998 survey than in either the 1996 or the 1994 surveys.

Over half of active DoD and Reserve Component recruiters agreed that they received good support from their supervisors. Both numbers increased from 1996 figures. Army and Army Reserve had the lowest percentages and Air Force, Air Force Reserve and Air National Guard had highest percentages within their respective Components agreeing that they received good support from their supervisors.

Under half of Active and Reserve Component recruiters agreed that their supervisors worked as team with them. The percentages for both groups were higher than in 1996. Proportionately more Marine Corps, Air Force Reserve and Air National Guard recruiters agreed that they worked as a team with their superiors.

Overall, proportionately more recruiters were satisfied with the supervision and leadership of their immediate supervisors than with that of their recruiting commands. While 57.3 percent of active DoD recruiters expressed satisfaction with the leadership of their immediate supervisors, about one-third said they were satisfied with the leadership of their recruiting commands. Proportionately fewer Army recruiters among active recruiters and fewer Army Reserve recruiters among Reserve and Guard recruiters recorded satisfaction with the supervision and leadership of both their immediate supervisors and their recruiting commands.

### ***Job Satisfaction***

The proportion of active DoD recruiters who reported they were satisfied with recruiting increased significantly, from about one-quarter in 1996, to one-third in 1998. Under 60% of Reserve and Guard recruiters said they were satisfied with recruiting in 1998. The percentage of recruiters satisfied with recruiting increased from 1996 in every active Service and in most Reserve Components. Although satisfaction with recruiting rose overall, the percentage satisfied with recruiting in the Army and Army Reserves remained the lowest among both active and Reserve and Guard recruiters, respectively.

Just over one-quarter of active DoD recruiters said they would remain in recruiting if given the option. For those in the Army, Marine Corps and Air Force, proportionately more recruiters in 1998 said they would remain in recruiting if given a choice than in 1996. About half of Reserve and Guard recruiters would choose to remain in recruiting. There was much variation between the Components. Less than one-quarter of Army Reserve recruiters and three-quarters of Air Force Reserve recruiters said they would remain in recruiting if given the choice.

### ***Recruiter Experience Level***

Active DoD recruiters responding to the 1998 survey were significantly more experienced than those who completed the survey in 1996. In 1998, 41.9 percent of active DoD recruiters had been assigned to recruiting at least 3 years. In contrast, only 28.6 percent reported at least 3 years experience in 1996. Reserve Component recruiters reported slightly less experience overall than their counterparts in the 1996 survey.

### ***Coast Guard Recruiters***

In many areas, Coast Guard recruiters were similar to active DoD recruiters. However, when they differed, Coast Guard recruiters usually reported more positively. Coast Guard recruiters as compared to active DoD recruiters reported having more autonomy and fewer work hours per week. Proportionately more Coast Guard recruiters reported that their assigned market was adequate, that a good recruiter had an excellent chance of making goal, and that they made goal in more than 9 months out of the last year. When asked if recruiting improprieties occurred, 49.6 percent responded never, compared to 14.7 percent of active DoD recruiters. Both active DoD and Coast Guard recruiters reported that teamwork was as important as individual effort in

reaching recruitment goal, but Coast Guard response to this statement was even stronger, since all (100%) agreed.

## Conclusions

Satisfaction with recruiting was up from 1996 in every active Service and in most Reserve Components as well. Although up since 1996, satisfaction with recruiting in the Army and Army Reserves remains the lowest among active DoD recruiters and among Reserve and Guard recruiters, respectively. For those in the Navy and Marine Corps, more recruiters in 1998 said they would remain in recruiting if given a choice. This increase in satisfaction with recruiting and interest in remaining in recruiting among active DoD recruiters may reflect, in part, the greater level of experience among recruiters in 1998.

Increased satisfaction also may reflect a greater sense of autonomy reported among recruiters responding to the 1998 survey as compared with those who responded in 1996. A higher level of perceived autonomy may reflect a higher degree of discretion allowed recruiters because they are more experienced than recruiters were in the past.

These factors have not led to a turnaround in goal achievement. Although the drop from 1996 to 1998 was slightly less steep than that between 1994 and 1996, it still measured 9-percentage points. Again, the Army fared the worst, experiencing the sharpest drop in goal achievement since 1996. Despite this, perception of goal achievability among Army recruiters was higher than in 1996. This seeming contradiction might be explained by the fact that the decline was 8-percentage points; less than the slide between 1994 and 1996, which was 20-percentage points.

The continued drop in level of achievement occurred despite a rise since 1996 in the average length of the recruiter's workweek. The average workweek in 1998 was the longest reported since the recruiter surveys began in 1989, although, again, the increase was far smaller than that occurring between 1994 and 1996.

Results from the *1998 DoD Recruiter Survey* clearly validate that this is the most challenging recruiting climate since the start of the All-Volunteer Force. Recruiters are working longer hours, not taking leave, and working while on leave, yet they still find it difficult to make goal. Nevertheless, their satisfaction with recruiting is up, as is their confidence with the leadership they are receiving from their supervisors. Though challenged to achieve their numeric targets, recruiters are attracting and enlisting high-quality youth. Across all Services in FY 1999, 93 percent of enlistees were high school diploma recipients, and 66 percent of new recruits scored above average on the enlistment test (OASD, 2000). Today's recruiters, as in the previous years surveyed, have made substantial contributions to the success of the All-Volunteer Force.

## REFERENCES

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## **Appendix A**

### **The 1998 DoD Recruiter Survey**





# 1998 DOD RECRUITER SURVEY



20606



# 1998 RECRUITER SURVEY

The purpose of the 1998 survey is to ask experienced production recruiters their views on key issues that affect the quality of their work lives. The questions ask about management support, training, working conditions and stress. A similar questionnaire was given four times before (1989, 1991, 1994, and 1996) and is being given this year to track whether improvements have been made. So, it is important that you fill this survey out honestly.

It will only take 25 minutes to complete the survey. Please do so in the next two days, then place it in the envelope provided and return it to us. Your responses will be kept confidential.

If you have any questions regarding the survey, please call Gary Feuerberg at DMDC (703) 696-5846 or DSN 426-5846.

## PRIVACY NOTICE

**Authority:** 10USC136

**Principal Purposes:** Information collected in this survey is used to sample attitudes and/or perceptions of service members and to support additional personnel research. This information will assist in the formulation of policies needed to improve the working environment.

**Disclosure:** Voluntary. There is no penalty if you choose not to respond. However, maximum participation is encouraged so that data will be complete and representative. Your survey instrument will be treated as confidential. Identifying information will be used only by persons engaged in, and for the purpose of, the survey. Only group statistics will be reported.

**Routine Uses:** None.

## INSTRUCTIONS FOR COMPLETING THE SURVEY

Use pencil or pen to complete the survey. Make your marks dark so that they are easily read.

- Answers to some questions will be on a 5-point scale.

**Example:**

How important do you think each of the following is to your effectiveness as a recruiter? Note that sometimes you will be asked to mark only one response and at others you may be asked to mark all that apply.

	Not at all important	Somewhat Unimportant	Neutral	Somewhat Important	Very Important
Race/ethnic/cultural make-up of duty location similar to your cultural background	( )	( )	<input checked="" type="radio"/>	( )	( )

- Note that sometimes you will be asked to mark only one response and at others you may be asked to mark all that apply.

- Sometimes you will be asked to choose one answer for yourself and one for your family member. This instruction appears, select one answer in each column.

**Example:**

What type of treatment facility do you and members of your family usually go to when you are sick or need health advice? (Please mark only one answer for yourself and only one answer for members of your family)

	a. Yourself	b. Members of your family
Not Applicable.....	-	[ ]
A military clinic or hospital.....	[ ]	[ ]
Off-base, DoD contracted clinic (e.g., PRIMUS).....	<input checked="" type="checkbox"/>	[ ]
A civilian clinic or doctor (not contracted by DoD).....	[ ]	<input checked="" type="checkbox"/>
Some other type of treatment facility.....	[ ]	[ ]

Complete the survey based on the directions. Once complete, place the questionnaire in the business reply envelope and mail back to the operations contractor.

**1. What is your branch of Service/Reserve Component?**

- |                                       |                                              |
|---------------------------------------|----------------------------------------------|
| <input type="checkbox"/> Army         | <input type="checkbox"/> Army Reserve        |
| <input type="checkbox"/> Navy         | <input type="checkbox"/> Army National Guard |
| <input type="checkbox"/> Marine Corps | <input type="checkbox"/> Navy Reserve        |
| <input type="checkbox"/> Air Force    | <input type="checkbox"/> Air Force Reserve   |
| <input type="checkbox"/> Coast Guard  | <input type="checkbox"/> Air National Guard  |

**2. How long have you been assigned to recruiting duty?**

- ☐ Less than one year  
☐ 1 year, but less than 2  
☐ 2 years but less than 3  
☐ 3 years but less than 6  
☐ 6 or more years

**3. Do you have specific personal monthly goals or missions?**

- ☐ Yes  
☐ No, recruiting station uses team goals/missions only.  
☐ No, neither personal nor team goals/missions used

**4. Did you volunteer to be a recruiter?**

- ☐ I was assigned to recruiting duty and not given a choice  
☐ I "volunteered" but really had no choice  
☐ I volunteered but would have preferred an assignment other than recruiting  
☐ I volunteered and wanted this recruiting assignment

**5. How many other recruiters (any Service) have offices in the same location as your recruiting station?**

- |                                             |                                                     |
|---------------------------------------------|-----------------------------------------------------|
| <input type="checkbox"/> Just myself        | <input type="checkbox"/> 3 to 5 other recruiters    |
| <input type="checkbox"/> 1 other recruiter  | <input type="checkbox"/> 6 or more other recruiters |
| <input type="checkbox"/> 2 other recruiters |                                                     |

**6. How many other recruiters of your own Service Branch are located in your recruiting station?**

- |                                             |                                                     |
|---------------------------------------------|-----------------------------------------------------|
| <input type="checkbox"/> Just myself        | <input type="checkbox"/> 3 to 5 other recruiters    |
| <input type="checkbox"/> 1 other recruiter  | <input type="checkbox"/> 6 or more other recruiters |
| <input type="checkbox"/> 2 other recruiters |                                                     |

**7. Do you think your preferences were considered in your current duty location assignment?**

- ☐ Yes  
☐ No

**8. What is the average ONE-WAY driving time from your residence to your duty location?**

- |                                               |                                           |
|-----------------------------------------------|-------------------------------------------|
| <input type="checkbox"/> Less than 15 minutes | <input type="checkbox"/> 31-60 minutes    |
| <input type="checkbox"/> 15-30 minutes        | <input type="checkbox"/> More than 1 hour |

**9. On average, what is the total number of hours per week you spend performing recruiting related duties?**

- |                                           |                                             |
|-------------------------------------------|---------------------------------------------|
| <input type="checkbox"/> 40 hours or less | <input type="checkbox"/> 61-70 hours        |
| <input type="checkbox"/> 41-50 hours      | <input type="checkbox"/> 71-80 hours        |
| <input type="checkbox"/> 51-60 hours      | <input type="checkbox"/> More than 80 hours |

**10. On average, what is the total number of hours per week you spend performing non-recruiting duties?**

- ☐ None  
☐ Some but less than 6 hours  
☐ 6-10 hours  
☐ 11-20 hours  
☐ More than 20 hours

**11. During the past year, have you voluntarily not taken leave due to the demands of your job?**

- ☐ Yes  
☐ No

**12. During the past year, did you request annual leave and have the request denied?**

- ☐ Yes  
☐ No

**13. How many days of annual leave did you take last year?**

- ☐ 0 to 3 days  
☐ 4 to 7 days  
☐ 8 to 14 days  
☐ 15 to 29 days  
☐ 30 or more days

**14. On how many of the days you were on leave did you work at least part of the day on work-related tasks?**

- ☐ None  
☐ 1 to 2 days  
☐ 3 to 5 days  
☐ 5 to 8 days  
☐ More than 8 days

**15. How many days of annual leave did you lose in the last fiscal year due to the demands of your recruiting duty?**

- |                                   |                                    |
|-----------------------------------|------------------------------------|
| <input type="checkbox"/> None     | <input type="checkbox"/> 7-10 days |
| <input type="checkbox"/> 1-3 days | <input type="checkbox"/> 11+ days  |
| <input type="checkbox"/> 4-6 days |                                    |

**16. Compared with living conditions in base housing, how do you rate your current living conditions with respect to quality and cost?**

- ☐ Not applicable (I have never lived on base)  
☐ Not applicable (I am currently living on base)

**A. QUALITY**

- ☐ Better  
☐ Same  
☐ Worse

**B. COST**

- ☐ More  
☐ Same  
☐ Less

17. How long does it take you to travel from your residence to your nearest military installation with exchange, commissary and hospital/clinic facilities?

- ☐ Less than 15 minutes      ☐ 91 minutes to 2 hours  
☐ 15 to 30 minutes      ☐ More than 2 hours  
☐ 31 to 60 minutes      ☐ Don't Know  
☐ 61 to 90 minutes

18. Are active attempts made by your recruiting command to involve your family in your recruiting job (e.g., special office social events for the entire family, discounted tickets for the family, etc.)?

- | Yes, frequently          | Sometimes                | No, never                | Not Applicable           |
|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

19. To what extent do you agree or disagree with the following statements about your training and preparation for recruiting duty?

- |                                                                                                                            | Strongly Agree           | Agree                    | Neutral                  | Disagree                 | Strongly Disagree        | Not Applicable           |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. I was given a realistic preview of what recruiting duty would be like.....                                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Members of my family were well prepared by my Service for the requirements and demands of my recruiting assignment..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. I was given good professional training for my job as a recruiter.....                                                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. The training I received was helpful and relevant for my job as a recruiter.....                                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. The training I received was insufficient for what I needed to know to do effective recruiting.....                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. My allocated time in training was sufficient.....                                                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. My immediate supervisor trained me for my job as a recruiter.....                                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. An experienced recruiter helped me on the job.....                                                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

20. With reference to your recruiting goals or missions, to what extent do you agree or disagree with the following statements?

- |                                                                                                             | Strongly Agree           | Agree                    | Neutral                  | Disagree                 | Strongly Disagree        | Not Applicable           |
|-------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. My monthly goals/missions are achievable.....                                                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. My assigned market area is adequate to make goals/missions.....                                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Success in reaching goal has a "make or break" effect on my military career.....                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. I am pressured to continue recruiting even after reaching my monthly goal.....                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. I am punished if I fall short of goal.....                                                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. If I miss my goal one month, I can make it up the next month.....                                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. I receive adequate support (e.g., cars, telephone, promotional items) to help me accomplish my goal..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. Required paperwork interferes with my efforts to make goal.....                                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| i. My supervisor will help me if I have trouble making goal.....                                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

21. In how many of the months of the past fiscal year did you achieve your monthly goals/missions?

- ☐ Less than 3 months  
☐ 3-5 months  
☐ 6-8 months  
☐ 9-11 months  
☐ All 12 months  
☐ Not applicable

22. What percentage of your recruiting goal/mission did you achieve in the last fiscal year?

- ☐ 0 to 75%  
☐ 76 to 100%  
☐ 101 to 125%  
☐ 126 to 150%  
☐ More than 150%  
☐ Not applicable

23. All things considered, what is the likelihood that experienced recruiters can make goal in your zone/area?

- ☐ Extremely difficult  
☐ Difficult but can be made with extra effort  
☐ Should be able to make goal but difficult to exceed  
☐ Not only achievable, but good chance to exceed  
☐ Very excellent chance to exceed goal

24. Compared to other recruiters from your Service who work in the area served by your MEPS would you say you are:

- ☐ One of the best (exceed 95 percentile)  
☐ Better than most (66 to 95 percentile)  
☐ Average (35 to 65 percentile)  
☐ Below average (below 35 percentile)

25. The degree to which Recruiting Services manage office level recruiting activities varies. For all of the following statements, indicate whether you agree or disagree.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
a. The mileage restriction placed on government vehicles interferes with my ability to do my job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I have the freedom to personally plan my work and use my judgment as to the best method for recruiting in my assigned area.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I receive good support from my supervisors.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My superiors and I work as a team.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. Below is a list of statements that relate to aspects of life as a recruiter. For each statement indicate whether you agree or disagree.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
a. Supervisors understand and help recruiters with problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Recruiters are recognized for doing a good job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Skills attained in recruiting are helpful in securing a good civilian job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Recruiting is important and challenging work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Recruiters' pay is sufficient to meet expenses.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Promotion opportunity is better than it would have been without a recruiting assignment.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Productive recruiters should be allowed to extend in a specific location.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Recruiting females has become more difficult since the media coverage of military sex scandals two years ago.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. How frequently do you think recruiter improprieties (i.e. bending rules to make goal) occur in your recruiting command?

Frequently	Occasionally	Seldom	Never
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. How frequently do you think sexual misconduct between recruiters and applicants occurs in your recruiting command?

Frequently	Occasionally	Seldom	Never
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29. If you had the freedom to select an assignment next month, which of the following would you choose?

- ☐ Remain in recruiting  
☐ Return to my previous military specialty/ occupation  
☐ Select a totally new military specialty/ occupation  
☐ Leave the Service

30. Approximately how many high school seniors do you have in your recruiting market?

- ☐ Less than 500      ☐ 2,001 to 3,000  
☐ 500 to 1,000      ☐ More than 3,000  
☐ 1,001 to 2,000      ☐ Not applicable (SKIP to Question 35)

31. How would you rate the prospect of graduating seniors in your recruiting market finding a full-time job with satisfactory career potential?

- ☐ Possible for nearly all  
☐ Possible for very few to none  
☐ Possible for most  
☐ Possible for some  
☐ Not applicable

32. Compared to civilian pay for recent high school graduates in your local area, is starting military pay:

- ☐ Higher?  
☐ Lower?  
☐ About the same?  
☐ Not applicable

33. To what extent do you agree or disagree with the following statements about working with schools.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
a. I can talk to seniors at my high schools anytime.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My schools make high school directory information available to me.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I can display posters, brochures, etc., in my schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. I am invited to speak to classes on military topics (e.g., military history) in my schools.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. My school counselors encourage qualified seniors to talk to me about the military as a career.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. My school counselors tell students to consider the Service as a way to get money for college.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34. In general are you invited to Career Day at the high schools in your recruiting market?

- ☐ Yes  
☐ No  
☐ Does not apply

35. In general, how satisfied are you currently with the supervision/leadership within your recruiting service?

	Very Dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very Satisfied
a. Immediate supervisor.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Recruiting command beyond immediate supervisor.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. In general, how satisfied were you with military supervision/leadership before you joined recruiting service?

	Very Dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very Satisfied
a. Immediate supervisor.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Leadership beyond immediate supervisor.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

37. Which three of the following are most critical to your success in recruiting? (Select three)

- ☐ a. Office computer and software  
☐ b. Formal training  
☐ c. On-the job training  
☐ d. Advertising  
☐ e. Promotional items  
☐ f. Educational benefits for prospects  
☐ g. Recruits' experience at the MEPS  
☐ h. Beeper or cellular phone

38. Which of the following areas are most in need of improvement? (Select three)

- ☐ a. Office computer and software  
☐ b. Formal training  
☐ c. On-the job training  
☐ d. Advertising  
☐ e. Promotional items  
☐ f. Educational benefits for prospects  
☐ g. Recruits' experience at the MEPS  
☐ h. Beeper or cellular phone



39. If it were your decision, would you eliminate, keep the same, or expand the following advertising elements in supporting your recruiting efforts?

	9 - Not applicable	3 - Expand	2 - Keep the same	1 - Eliminate
a. Local newspaper ads.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Billboards.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Television advertising.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Internet recruiting websites.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Radio advertising.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Magazine advertising.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Locally produced flyers/ mailings.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Flyers/mailings produced by the Recruiting Service.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Joint advertising.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Major local events.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40. In your experience, how would you rate the following benefits (and incentives) in terms of importance to potential recruits you have dealt with in the past fiscal year?

	9 - Not Applicable	5 - Not At All Important	4 - Not Very Important	3 - Somewhat Important	2 - Very Important	1 - Extremely Important
a. Enlistment bonus.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Montgomery GI Bill Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Service College Fund (if applicable).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Medical benefits.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Job training and experience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Physical/mental challenge....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Opportunity to travel.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Military pay and allowances.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Choice of first duty station....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

41. What impact have efforts to reduce the size of the Armed Forces had on your work as recruiter?

Positive Impact	No Impact	Negative Impact
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

42. Do you plan to make recruiting a career?

Yes	No	Undecided
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

43. In general, how satisfied are you with:

	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
a. Recruiting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Military Life.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

44. In the past fiscal year, how much did you spend on medical and dental care for you and your dependents that was NOT reimbursed?

\$ \_\_\_\_\_

45. What do you spend (on average) each month in the performance of your official duties (e.g., driving related expenses, applicant meals, phone, etc.) that is NOT reimbursed to you?

\$ \_\_\_\_\_

46. How much do you spend monthly on housing costs, including utilities, above your Basic Allowance for Housing (BAH)?

\$ \_\_\_\_\_

47. How much do you spend monthly to park your POV at work?

- ☐ N/A, I use other transportation to get to work.  
☐ None-free parking  
☐ \$1-\$50  
☐ \$51-\$150  
☐ \$151-\$250  
☐ \$251 or more

48. How much do you spend monthly to use public transportation for work?

- ☐ N/A, I do not use public transportation  
☐ \$1-\$50  
☐ \$51-\$150  
☐ \$151-\$250  
☐ \$251 or more

49. What type of treatment facility do you and members of your family usually go to when you are sick or need health advice? (Please mark only one answer for yourself and only one answer for members of your family)

	a. Yourself	b. Members of your family
Not Applicable.....	<input type="checkbox"/>	<input type="checkbox"/>
A military clinic or hospital.....	<input type="checkbox"/>	<input type="checkbox"/>
Off-base, DoD contracted clinic (e.g., PRIMUS).....	<input type="checkbox"/>	<input type="checkbox"/>
A civilian clinic or doctor (not contracted by DoD).....	<input type="checkbox"/>	<input type="checkbox"/>
Some other type of treatment facility.....	<input type="checkbox"/>	<input type="checkbox"/>

50. How long does it USUALLY take you or members of your family to travel to this treatment facility to receive medical care?

	a. Yourself	b. Members of your family
Not Applicable.....	<input type="checkbox"/>	<input type="checkbox"/>
Less than 15 minutes.....	<input type="checkbox"/>	<input type="checkbox"/>
15 to 30 minutes.....	<input type="checkbox"/>	<input type="checkbox"/>
30 minutes to an hour.....	<input type="checkbox"/>	<input type="checkbox"/>
One hour to two hours.....	<input type="checkbox"/>	<input type="checkbox"/>
More than two hours.....	<input type="checkbox"/>	<input type="checkbox"/>

51. Below is a list of statements that relate to aspects of using military health care, including TRICARE. For each statement indicate your health care coverage.

	Yes	No	Not applicable	Don't Know
a. Are you or your family now covered by TRICARE?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Are you or your family now covered by TRICARE Supplemental Insurance?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Are you or your family now covered by PRIVATE medical insurance or an HMO, such as those operated by Blue Cross, Prudential, or Kaiser?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

52. This section asks questions about circumstances related to your work.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
a. My recruiting office presents a professional environment for potential applicants.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My recruiting office presents a pleasant environment for potential applicants.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My recruiting office is conveniently located and accessible to potential applicants.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

53. In your current assignment, do you recruit Non-Prior Service (NPS) applicants?

- ☐ Yes  
☐ No (Go to Question 60)

54. If YES to previous question,

a. How many NPS applicants did you recruit in the past fiscal year?

☐ Don't Know/Not Applicable

b. How many of these applicants resulted from the ASVAB Student Testing program leads?

☐ Don't Know/Not Applicable

55. How would you rate the overall importance of each of the following lead sources for attaining your NPS recruiting goals/missions.

	9 - Not Applicable	5 - Not at All Important	4 - Not Very Important	3 - Important	2 - Very Important	1 - Extremely Important
a. ASVAB Student Testing Program.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. High School lists/Student directories.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Referrals from applicants.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Advertising lead cards.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Community colleges.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. 4-year colleges & universities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Local merchants and community contacts.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

56. What percentage of your high schools cooperate by providing access to high school list/student directories:

<input type="checkbox"/> 0-20 percent	<input type="checkbox"/> 61-80 percent
<input type="checkbox"/> 21-40 percent	<input type="checkbox"/> 81-100 percent
<input type="checkbox"/> 41-60 percent	<input type="checkbox"/> Not Applicable

57. What percentage of your high schools cooperate by providing access to students:

<input type="checkbox"/> 0-20 percent	<input type="checkbox"/> 61-80 percent
<input type="checkbox"/> 21-40 percent	<input type="checkbox"/> 81-100 percent
<input type="checkbox"/> 41-60 percent	<input type="checkbox"/> Not Applicable

58. What percentage of high school senior names do you have as a result of all lead sources (i.e. ASVAB, high school lists, referrals, advertising lead cards, etc.)?

<input type="checkbox"/> 0-20 percent	<input type="checkbox"/> 61-80 percent
<input type="checkbox"/> 21-40 percent	<input type="checkbox"/> 81-100 percent
<input type="checkbox"/> 41-60 percent	<input type="checkbox"/> Not Applicable

59. Do your supervisors actively assist recruiters in getting schools to cooperate by visiting schools, writing letters, talking with teachers, counselors, school board members, etc?

Yes, Frequently	Sometimes	No, never	Not Applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

60. To what extent do you agree or disagree with the following statements:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
a. I have the opportunity to earn an award for production.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The awards available to me have important effects on my career.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Some recruiters are not successful because they lack aptitude for sales.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. The good recruiters in my office make up for others who can't make their quotas.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The contract quotas I am given reflect the actual accession requirements.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Working hard just makes more work for me in the future.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Recruiter leadership does a good job in keeping recruiters informed of initiatives to improve quality-of-life (i.e. housing, medical, pay, CONUS COLA, child care, etc.).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. The morale of the recruiters I work with is good.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. My pay is appropriate for the job I do.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

61. This section of questions asks how your work has changed since 1996 or since you began, if after 1996.

	1 - Much Greater	2 - Greater	3 - Same	4 - Less	5 - Much Less
a. The amount of contact you have with key influencers such as the parents and brothers and sisters of prospects is.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The number of times you visit the high schools in your market is.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The types/value of incentive packages you can discuss with your prospects is.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. The overseas assignment opportunity you can discuss is.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The amount of time you spend interacting with youth, actively recruiting is.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. The number of hours per week I spend performing duty-related tasks is.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. The amount of participation in community events to support my recruiting job is.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. The number of work hours required to meet goal is.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. The amount of paperwork required to get reimbursed for recruiting expenses is.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. The amount of money recruiters have to pay for medical expenses is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. The amount of free time recruiters have to attend to personal duties is.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. The staffing level for recruiters in your office is.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. The experience level of your fellow recruiters is.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

62. What do members of your household/immediate family think of your recruiting assignment? Are they,

- ☐ Very positive  
☐ Generally positive, but having to cope with my recruiting assignment.  
☐ Neutral, neither positive or negative  
☐ Occasionally complain about the effects on family life.  
☐ Frequently complain about the effects on family life  
☐ Not applicable

63. The possibility of using civilian contractors for telemarketing potential recruits is being discussed by DoD. Telemarketing would mean the initial screening of prospects by a civilian contractor. What is your opinion of this approach for reducing time recruiters have to spend canvassing?

- ☐ It should be tried on an experimental basis.  
☐ It should be adopted as soon as possible on a command-wide basis.  
☐ This approach should not be adopted at all.  
☐ Not enough information to have an opinion

64. Do you have...

	Yes	No
<b>a. access to a computer in your office:</b>		
(1) my own Personal Computer (PC).....	<input type="checkbox"/>	<input type="checkbox"/>
(2) access, but not my own PC.....	<input type="checkbox"/>	<input type="checkbox"/>
<b>b access to a computer in your home or residence.....</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>c. laptop computer for recruiting purpose.....</b>	<input type="checkbox"/>	<input type="checkbox"/>

65. Now we would like to know about Internet access and usage. Do you...

	Yes			No
	At office only	At home only	Both at office and home	
a. Have access to the Internet.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> SKIP to Q. 67
b. Use the Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> SKIP to Q. 67

66. Mark all the ways in which you use the Internet in your job.

- ☐ E-mail  
☐ Electronic bulletin board  
☐ Your own recruiting command web site  
☐ Leads loaded and updated automatically  
☐ Electronic forms replacing paper forms  
☐ Other Internet uses, please specify:

67. To what extent do you agree or disagree with the following statements:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. My immediate supervisor expects too much from me.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My immediate supervisor coaches me if I need it.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My immediate supervisor criticizes me even when I am doing a good job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My immediate supervisor does a poor job of maintaining morale among recruiters.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. My immediate supervisor stands up for me.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. I feel I am supervised more closely than necessary.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

68. If you supervise at least one other production recruiter on a routine basis, to what extent do you agree or disagree with the following statements?

☐ Not Applicable, do not supervise at least one other production recruiter on a routine basis -- SKIP to Question 69

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. Recruiters should not bother overworked supervisors with their problems.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. In reaching recruitment goals, teamwork is as important as each person's own effort.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. It is my job to motivate recruiters to make their goals.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. When I listen to subordinates, I do my job better.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. It is my job to teach recruiters who have not learned everything necessary from their training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Recruiters need constant pressure for them to make their goals.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
g. Supervisors who inspire recruiters make the difference between goal achievement and failure.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Once properly trained, recruiters should be allowed to make their own decisions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Supervisors can do only so much to encourage recruiters who fail to make their recruitment goals.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Punishing recruiters who do not make their goals can be counterproductive.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

69. What is your current paygrade?

- ☐ E-4
- ☐ E-5
- ☐ E-6
- ☐ E-7
- ☐ E-8
- ☐ E-9
- ☐ Officer

70. What is the highest grade or degree you have completed (Mark only one)

- ☐ Less than 12 years of school (no diploma)
- ☐ GED or High School Certificate
- ☐ High School Diploma
- ☐ Some college, but did not graduate
- ☐ 2-year college degree
- ☐ 4-year college degree
- ☐ Graduate degree
- ☐ Other, please specify, \_\_\_\_\_

71. Are you of Spanish/Hispanic origin or descent?

- ☐ No (not Spanish/Hispanic)
- ☐ Yes, Mexican, Mexican-American, Chicano
- ☐ Yes, Puerto Rican
- ☐ Yes, Cuban
- ☐ Yes, Other Spanish/Hispanic

72. What race do you consider yourself to be? (Mark one)

- ☐ White
- ☐ Black or African American
- ☐ Indian (Amer.) or Eskimo or Aleut
- ☐ Asian or Pacific Islander
- ☐ Other race, please specify: \_\_\_\_\_

73. Are you:

- ☐ Male  
☐ Female

74. What is your current marital status?

- |                                            |                                     |
|--------------------------------------------|-------------------------------------|
| <input type="checkbox"/> Never married     | <input type="checkbox"/> Divorced   |
| <input type="checkbox"/> Married           | <input type="checkbox"/> Widowed    |
| <input type="checkbox"/> Legally separated | <input type="checkbox"/> Cohabiting |

75. How old were you on your last birthday?

- |                                             |                                            |
|---------------------------------------------|--------------------------------------------|
| <input type="checkbox"/> Less than 25 years | <input type="checkbox"/> 35-39 years       |
| <input type="checkbox"/> 25-29 years        | <input type="checkbox"/> 40-44 years       |
| <input type="checkbox"/> 30-34 years        | <input type="checkbox"/> 45 years or older |

76. What is today's date?

Month	Day	Year

## COMMENTS SECTION – PLEASE PRINT

77. What do you believe are the most pressing problems facing recruiters today?

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78. What can DoD and your Service do to help your recruiting efforts?

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79. If you have comments that you were not able to express in answering the survey, please write them in the space provided.

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**THANK YOU FOR YOUR PARTICIPATION!**

Please mail the questionnaire in the envelope provided. If the envelope is missing, mail your completed survey to:

CAPITAL CONSULTING CORPORATION  
2812 OLD LEE HIGHWAY, SUITE 130  
FAIRFAX, VA 22031-0401

## **Appendix B**

### **Distribution of Survey Cases and Eligible Sample Cases**





**Table B-1.**  
*Distribution of Survey Cases by Eligibility Status*

	Number
<b>Total Sample<sup>1</sup></b>	<b>8,466</b>
Non-Returned Survey Cases	
No longer a recruiter or retired	141
Not locatable <sup>1</sup>	138
Dead	1
Other non-respondent	3,023
<b>Sub-total Non-returned Survey Cases</b>	<b>3,303</b>
<b>Returned Survey Cases</b>	<b>5,163</b>
Returned Non-Eligible Survey Cases	
Less than 1 year of Recruiting Experience or No Response on Recruiting Experience	564
No Monthly Goals or No Response to Question on Monthly Goals	256
<b>Sub-total Returned Non-eligible Survey Cases</b>	<b>820</b>
<b>Total Returned Survey Cases Meeting Eligibility Criteria for Analysis</b>	<b>4,343</b>

<sup>1</sup>Three individuals in the original sample did not have any address information. No survey was sent to these three individuals. For this table, these three cases were included in the "Not locatable" category.

**Table B-2.**  
*Distribution of Eligible Sample Cases by Service and Component*

Service/Component	Number	Percent
Active Services	2,766 (63.7%)	100.1%*
Active Army	992	35.9
Active Navy	619	22.4
Marine Corps	520	18.8
Active Air Force	508	18.4
Coast Guard	127	4.6
Reserve and Guard Components	1,577 (36.3%)	100.0%
Army Reserve	337	21.4
Army National Guard	598	37.9
Naval Reserve	260	16.5
Air Force Reserve	145	9.2
Air National Guard	237	15.0
<b>Total Number of Surveys Meeting Analysis Criteria</b>	<b>4,343</b>	

\* Percentage may not sum to 100.0% due to rounding.

## **Appendix C**

### **Demographic Profiles of Responding Recruiters**



## Demographic Profiles of Responding Recruiters

### Age Distribution

Table C-1 shows the distribution of age by Service and Component. The majority of all active DoD recruiters were between the ages of 25 and 39 years (89.0%). Coast Guard recruiters were slightly older, 88.2 percent were between the ages of 30 and 44 years. Just under two-thirds (65.6%) of Reserve and Guard recruiters were between the ages of 30 and 44 years and over one-quarter (26.1%) were 45 or older.

**Table C-1.**

#### *Distribution of Age by Service and Component (Percentage)*

Q75	Significance <sup>b</sup>	< 25 yrs	25-29 yrs	30-34 yrs	35-39 yrs	40-44 yrs	45+ yrs
Total Active DoD	N/A	1.3	21.8	38.4	28.8	7.0	2.6
Army	p < 0.01	0.9	18.2	44.8	25.8	7.1	3.2
Navy	p < 0.01	1.0	26.8	30.4	32.8	7.5	1.5
Marine Corps	p < 0.01	2.5	28.6	34.6	26.0	5.9	2.3
Air Force	p < 0.01	1.0	14.6	32.8	40.6	8.6	2.4
Coast Guard <sup>a</sup>	p < 0.01	0.0	7.9	26.0	44.9	17.3	3.9
Total Reserve and Guard	N/A	0.5	7.9	21.7	28.1	15.8	26.1
Army Reserve	p < 0.01	0.3	8.2	26.3	34.1	17.2	13.9
Army National Guard	p < 0.01	0.5	7.1	18.5	25.0	14.9	34.0
Naval Reserve	p < 0.01	1.2	13.7	27.8	26.7	11.8	18.8
Air Force Reserve	p < 0.01	0.0	7.0	23.1	29.4	21.7	18.9
Air National Guard	n.s.	0.4	5.2	20.2	30.9	18.0	25.3

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

### Gender

Table C-2 shows the distribution of gender by Service and Component. The majority of recruiters, taken as a whole, were males. However, the Air Force Reserve and Air National Guard had the highest percentage of female recruiters (25.2% and 27.5%, respectively). Among the active DoD Services, the Air Force had the highest percentage of female recruiters (8.8%) and the Army had the second highest percentage (6.0%). The Coast Guard had somewhat fewer female recruiters than the Air Force (7.2% versus 8.8%).

**Table C-2.**  
***Distribution of Gender by Service and Component (Percentage)***

Q73	Significance <sup>b</sup>	Male	Female
Total Active DoD	N/A	94.6	5.4
Army	n.s.	94.0	6.0
Navy	n.s.	94.7	5.3
Marine Corps	p < 0.01	97.3	2.7
Air Force	p < 0.01	91.2	8.8
Coast Guard <sup>a</sup>	n.s.	92.8	7.2
Total Reserve and Guard	N/A	87.8	12.2
Army Reserve	n.s.	87.5	12.5
Army National Guard	p < 0.01	91.7	8.3
Naval Reserve	p < 0.01	83.5	16.5
Air Force Reserve	p < 0.01	74.8	25.2
Air National Guard	p < 0.01	72.5	27.5

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

### ***Race and Hispanic Origin***

Table C-3 shows the distribution of race, and Table C-4 shows the distribution of recruiters of Hispanic-Origin in active DoD, Coast Guard, and Reserve Component. A large majority of all recruiters were White (67.7% for active DoD, 69.0% for Coast Guard, and 80.5% for Reserve and National Guard). Among active DoD Services, the Army contained the highest percentage of Blacks (26.4%). The Marine Corps had the second highest percentage of Blacks (21.8%). The Air Force had the lowest percentage of Blacks (14.9%), as well as the lowest percentage of recruiters of Spanish/Hispanic descent or origin (5.8%). The Marine Corps and Navy contained the largest proportions of recruiters of Spanish/Hispanic descent or origin (12.4% and 10.8%, respectively). Other races represented among active DoD recruiters were: Native American Indian/Eskimo/Aleut (1.3%), Asian/ Pacific Islander (2.2%) and "Other races" (6.5%).

Coast Guard recruiters included the largest percentage of Native American Indians/ Eskimo/Aleut (5.6%), as well as a high percentage of Blacks (15.1%). Further, 7.1 percent of Coast Guard recruiters reported themselves as being of Hispanic-origin.

Among Reserve and Guard recruiters, the Air National Guard had the highest percentage of Blacks (18.5%). The Army Reserve had the next highest percentage of Black recruiters (17.1%), while the Army National Guard had the lowest percentage of Black recruiters (7.0%). With respect to the distribution of Hispanic-origin, there was no significant difference across the Reserve Component.

**Table C-3.*****Distribution of Race by Service and Component (Percentage)***

Q72	Significance <sup>b</sup>	White	Black	American Indian/ Eskimo/ Aleut	Asian/ Pacific Islander	Other race
Total Active DoD	N/A	67.7	22.3	1.3	2.2	6.5
Army	p < 0.01	63.0	26.4	1.2	2.2	7.3
Navy	p < 0.01	71.7	16.9	2.8	3.2	5.4
Marine Corps	n.s.	69.6	21.8	0.8	1.8	6.1
Air Force	p < 0.01	77.2	14.9	0.2	1.4	6.2
Coast Guard <sup>a</sup>	p < 0.01	69.0	15.1	5.6	2.4	7.9
Total Reserve and Guard	N/A	80.5	11.0	1.7	2.0	4.8
Army Reserve	p < 0.01	74.1	17.1	0.6	2.7	5.5
Army National Guard	p < 0.01	84.2	7.0	1.9	1.9	5.1
Naval Reserve	p < 0.05	84.5	9.1	2.4	0.8	3.2
Air Force Reserve	p < 0.01	79.0	16.1	1.4	0.7	2.8
Air National Guard	p < 0.01	71.1	18.5	4.3	2.6	3.4

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table C-4.*****Distribution of Hispanic-Origin by Service and Component (Percentage)***

Q71 - Recode	Significance <sup>b</sup>	Hispanic
Total Active DoD	N/A	10.0
Army	n.s.	9.5
Navy	n.s.	10.8
Marine Corps	p < 0.05	12.4
Air Force	p < 0.01	5.8
Coast Guard <sup>a</sup>	p < 0.05	7.1
Total Reserve and Guard	N/A	8.6
Army Reserve	n.s.	9.8
Army National Guard	n.s.	8.4
Naval Reserve	n.s.	8.0
Air Force Reserve	n.s.	7.0
Air National Guard	n.s.	7.7

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

## **Marital Status**

Table C-5 shows the distribution of marital status among recruiters by Service Component. The majority of all recruiters were currently married (80.3% for active DoD, 81.9% for Coast Guard, and 79.2% for the Reserve Component). Very few were widowed (0.3%, 0.8%, and 0.1%, respectively). Marine Corps, Navy, and Naval Reserve had the highest percentages of recruiters who had never been married (9.4%, 6.8% and 7.9%, respectively). Air Force and Air National Guard had the highest percentages of recruiters who were divorced in their respective Service or Component (11.2% and 16.3%, respectively).

**Table C-5.**  
***Distribution of Marital Status by Service and Component (Percentage)***

Q74	Significance <sup>b</sup>	Never Married	Married	Legally Separated	Divorced	Widowed	Cohabiting
Total Active DoD	N/A	6.0	80.3	2.9	9.7	0.3	0.8
Army	p < 0.01	4.1	82.9	3.0	9.4	0.2	0.4
Navy	n.s.	6.8	79.8	2.8	9.3	0.5	0.8
Marine Corps	p < 0.01	9.4	76.0	3.1	9.8	0.2	1.6
Air Force	n.s.	5.8	80.0	1.8	11.2	0.4	0.8
Coast Guard <sup>a</sup>	n.s.	3.9	81.9	3.9	8.7	0.8	0.8
Total Reserve and Guard	N/A	4.9	79.2	2.3	12.5	0.1	1.0
Army Reserve	n.s.	5.5	81.5	2.1	10.0	0.3	0.6
Army National Guard	n.s.	4.2	78.8	2.5	13.2	0.0	1.2
Naval Reserve	n.s.	7.9	74.8	3.5	12.2	0.4	1.2
Air Force Reserve	p < 0.01	4.9	81.1	0.7	13.3	0.0	0.0
Air National Guard	p < 0.01	3.9	78.1	0.9	16.3	0.0	0.9

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

## **Educational Attainment**

Table C-6 shows educational attainment levels of recruiters in each Service and Component. Almost all participating recruiters completed high school and over half had more than a high school degree or GED (81.2% for active DoD, 69.0% for Coast Guard, and 88.2% for Reserve and Guard). The Air Force and Army showed the highest percentages of recruiters with more than high school education (93.4% each). The Marine Corps and Navy had the lowest percentages of recruiters with more than a high school education (64.2% and 64.7%, respectively).

Among Coast Guard recruiters, none had less than a high school degree and slightly more than one-quarter possessed only a high school degree or GED certificate (28.6%). Over two-thirds (69.0%) had more than a high school education.

Among the Reserve and Guard Components, the Air Force Reserve and the Air National Guard had the highest percentages of recruiters with more than a high school education (93.0% and 92.7%, respectively). The Naval Reserve had the highest percentage with only a high school degree or GED certificate (22.9%).

**Table C-6.**

***Distribution of Educational Attainment by Service and Component (Percentage)***

Q70 - Recode	Significance <sup>b</sup>	< HS	HS/GED only	> HS	Other
Total Active DoD	N/A	0.5	17.8	81.2	0.5
Army	p < 0.01	0.2	5.4	93.4	0.9
Navy	p < 0.01	1.0	34.1	64.7	0.2
Marine Corps	p < 0.01	0.6	35.2	64.2	0.0
Air Force	p < 0.01	0.4	6.0	93.4	0.2
Coast Guard <sup>a</sup>	p < 0.01	0.0	28.6	69.0	2.4
Total Reserve and Guard	N/A	0.2	10.9	88.2	0.7
Army Reserve	n.s.	0.0	9.7	89.4	0.9
Army National Guard	n.s.	0.3	10.2	88.8	0.7
Naval Reserve	p < 0.01	0.0	22.9	76.4	0.8
Air Force Reserve	p < 0.01	0.0	6.3	93.0	0.7
Air National Guard	p < 0.01	0.0	6.9	92.7	0.4

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

### ***Paygrade***

Table C-7 shows the distribution of recruiters by paygrade. The majority of participating recruiters in both the active DoD Services and the Reserve and Guard Components, were in paygrades E-5 through E-7 (92.6% and 89.3%, respectively); and very few of the participating recruiters were below an E-5 paygrade (0.4% and 0.0%, respectively). Among active DoD recruiters, the largest proportion was at the E-6 paygrade (42.7%) with the next highest percentage at E-7 (29.0%). Only Air Force recruiters showed a different pattern of distribution in paygrades, with the highest percentage of participating recruiters in the E-5 paygrade (41.3%), rather than in E-6 (30.6%) or E-7 (20.9%). The Marine Corps had the highest percentage of responding recruiters who classified themselves as Officers (6.9%).

Similar to active DoD recruiters, a vast majority of Coast Guard recruiters were in the E-5 through E-7 paygrades (96.1%). None were below the E-5 paygrade and none were above E-8 or an Officer.

The distribution within paygrades for recruiters in the Reserve Component was somewhat different. Over one-half reported being in the E-7 paygrade (56.5%), with slightly less than one-quarter placing themselves in the E-6 category (24.3%). Army National Guard recruiters reported the highest proportion (66.8%) in E-7, while Naval Reserve recruiters had the lowest



proportion (13.2%). Naval Reserve had the highest percentage of recruiters classifying themselves as Officers (8.1%). None of the Army National Guard recruiters were Officers.

**Table C-7.**  
***Distribution of Paygrade by Service and Component (Percentage)***

Q69	Significance <sup>b</sup>	E-4	E-5	E-6	E-7	E-8	E-9	Officer
Total Active DoD	N/A	0.4	20.9	42.7	29.0	3.5	0.9	2.6
Army	p < 0.01	0.1	13.0	45.8	36.4	3.5	0.0	1.2
Navy	p < 0.01	0.2	33.5	42.0	19.9	3.6	0.3	0.5
Marine Corps	p < 0.01	0.4	17.5	42.8	25.3	3.9	3.1	6.9
Air Force	p < 0.01	1.8	41.3	30.6	20.9	2.6	0.6	2.2
Coast Guard <sup>a</sup>	p < 0.01	0.0	16.5	52.8	26.8	3.9	0.0	0.0
Total Reserve and Guard	N/A	0.0	8.5	24.3	56.5	7.3	1.6	1.8
Army Reserve	p < 0.01	0.0	13.9	28.8	53.3	0.6	0.0	3.3
Army National Guard	p < 0.01	0.0	3.9	16.4	66.8	10.3	2.5	0.0
Naval Reserve	p < 0.01	0.4	27.9	50.4	13.2	0.0	0.0	8.1
Air Force Reserve	p < 0.01	0.0	0.7	16.8	59.4	16.1	4.9	2.1
Air National Guard	p < 0.01	0.0	2.1	38.2	46.4	12.9	0.0	0.4

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Appendix D**

**Descriptive Tables**

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**Table D-1.*****Number of Months Achieving Monthly Goals (percentage) - Question 21 (recoded)***

	< 3 months	3-8 months	9+ months
Total Active DoD			
1998	18.6	48.3	33.1
1996	10.1	48.1	41.8
1994	5.7	43.1	51.3
Army			
1998	31.2	51.9	16.9
1996	16.4	54.8	28.8
1994	5.6	45.5	48.8
Navy			
1998	5.0	44.4	50.6
1996	3.7	43.6	52.7
1994	6.7	42.9	50.4
Marine Corps			
1998	9.7	45.4	44.9
1996	6.4	44.0	49.5
1994	6.3	42.7	51.0
Air Force			
1998	4.6	45.2	50.2
1996	3.4	34.8	61.8
1994	1.6	34.1	64.3
Coast Guard <sup>a</sup>			
1998	6.5	40.7	52.8
1996	9.0	28.0	63.0
1994	1.4	27.4	71.2
Total Reserve and Guard			
1998	8.0	34.6	57.3
1996	5.3	30.3	64.4
1994	4.9	30.4	64.6
Army Reserve			
1998	19.2	44.3	36.5
1996	7.5	36.0	56.5
1994	2.0	34.3	63.7
Army National Guard			
1998	3.9	33.8	62.3
1996	4.8	31.6	63.6
1994	6.7	30.8	62.5
Naval Reserve			
1998	1.6	15.2	83.3
1996	1.8	19.0	79.2
1994	1.7	19.2	79.1
Air Force Reserve			
1998	13.0	33.9	53.0
1996	7.0	32.6	60.5
1994	6.6	16.5	76.9
Air National Guard			
1998	4.8	32.7	62.5
1996	6.3	19.9	73.8
1994	7.5	38.8	53.7

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-1. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01
Navy	p < 0.01	n.s.	n.s.
Marine Corps	p < 0.01	n.s.	p < 0.05
Air Force	p < 0.01	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	p < 0.01
Total Reserve and Guard	N/A	p < 0.01	p < 0.01
Army Reserve	p < 0.01	p < 0.01	p < 0.01
Army National Guard	p < 0.01	n.s.	p < 0.05
Naval Reserve	p < 0.01	n.s.	n.s.
Air Force Reserve	n.s.	p < 0.05	p < 0.01
Air National Guard	p < 0.01	p < 0.01	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-2.*****Monthly Goals Were Achievable (percentage) - Question 20a (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	49.7	23.6	26.7
1996	47.4	24.6	28.0
1994	54.5	23.1	22.4
Army			
1998	40.1	22.9	37.0
1996	34.4	27.7	37.9
1994	48.1	26.6	25.3
Navy			
1998	62.5	20.9	16.6
1996	62.8	21.6	15.6
1994	60.2	19.6	20.1
Marine Corps			
1998	59.2	26.8	13.9
1996	52.9	22.7	24.3
1994	57.6	22.2	20.2
Air Force			
1998	49.7	24.3	26.0
1996	58.8	21.0	20.2
1994	59.6	20.2	20.2
Coast Guard <sup>a</sup>			
1998	69.4	17.7	12.9
1996	63.0	15.0	22.0
1994	53.4	20.5	26.0
Total Reserve and Guard			
1998	50.9	20.0	29.1
1996	52.7	20.7	26.6
1994	54.3	18.9	26.7
Army Reserve			
1998	32.2	21.7	46.1
1996	36.4	25.1	38.5
1994	49.7	21.9	28.4
Army National Guard			
1998	56.8	18.1	25.1
1996	57.3	19.1	23.6
1994	53.9	17.9	28.2
Naval Reserve			
1998	54.8	26.6	18.5
1996	53.3	22.8	23.9
1994	56.9	22.7	20.4
Air Force Reserve			
1998	56.2	23.4	20.4
1996	56.5	18.8	24.7
1994	66.7	11.5	21.8
Air National Guard			
1998	67.6	16.4	16.0
1996	74.2	13.6	12.2
1994	65.9	12.1	22.0

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-2. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	n.s.	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01
Navy	p < 0.01	n.s.	n.s.
Marine Corps	p < 0.01	p < 0.01	p < 0.05
Air Force	n.s.	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	p < 0.01
Total Reserve and Guard	N/A	n.s.	n.s.
Army Reserve	p < 0.01	p < 0.05	p < 0.01
Army National Guard	p < 0.01	n.s.	n.s.
Naval Reserve	p < 0.01	n.s.	n.s.
Air Force Reserve	p < 0.01	n.s.	p < 0.01
Air National Guard	p < 0.01	p < 0.01	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



**Table D-3.*****Assigned Market Area Was Adequate to Make Goal (percentage) - Question 20b (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	44.2	20.2	35.6
1996	41.0	20.6	38.3
1994	45.7	22.6	31.7
Army			
1998	31.9	19.5	48.7
1996	27.9	21.5	50.6
1994	36.9	24.9	38.2
Navy			
1998	56.8	20.4	22.8
1996	56.8	17.2	26.0
1994	54.9	19.8	25.3
Marine Corps			
1998	55.5	22.1	22.5
1996	45.9	22.3	31.8
1994	44.9	24.4	30.7
Air Force			
1998	52.8	19.3	28.0
1996	53.4	22.4	24.1
1994	57.0	18.6	24.4
Coast Guard <sup>a</sup>			
1998	71.2	17.6	11.2
1996	65.0	17.0	18.0
1994	58.9	19.2	21.9
Total Reserve and Guard			
1998	49.5	20.6	29.9
1996	47.5	20.5	32.1
1994	50.3	21.4	28.3
Army Reserve			
1998	39.0	21.6	39.3
1996	38.0	18.8	43.2
1994	48.4	24.5	27.1
Army National Guard			
1998	51.0	20.1	28.9
1996	47.6	20.7	31.7
1994	47.4	21.5	31.1
Naval Reserve			
1998	49.8	22.8	27.4
1996	51.3	23.7	25.1
1994	53.4	17.9	28.7
Air Force Reserve			
1998	62.6	18.7	18.7
1996	57.0	20.9	22.1
1994	69.2	14.3	16.5
Air National Guard			
1998	69.9	18.6	11.5
1996	70.8	18.5	10.6
1994	67.1	17.6	15.2

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-3. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.05$	$p < 0.01$
Army	$p < 0.01$	n.s.	$p < 0.01$
Navy	$p < 0.01$	n.s.	n.s.
Marine Corps	$p < 0.01$	$p < 0.01$	$p < 0.01$
Air Force	$p < 0.01$	n.s.	n.s.
Coast Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$
Total Reserve and Guard	N/A	n.s.	n.s.
Army Reserve	$p < 0.01$	n.s.	$p < 0.01$
Army National Guard	n.s.	n.s.	n.s.
Naval Reserve	n.s.	n.s.	n.s.
Air Force Reserve	$p < 0.01$	n.s.	n.s.
Air National Guard	$p < 0.01$	n.s.	n.s.

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

Table D-4.

*Likelihood That Experienced Recruiters Could Make Goals in Assigned Zone/Area (percentage) - Question 23*

	Extremely Difficult	Difficult	Able to Make Goal	Achievable with good chance to exceed	Very Excellent Chance to Exceed Goal
Total Active DoD					
1998	20.1	35.6	29.0	11.8	3.6
1996	20.2	33.8	28.0	13.9	4.1
1994	14.6	32.8	30.3	18.1	4.2
Army					
1998	31.1	40.1	22.4	5.0	1.3
1996	29.9	38.7	22.6	6.8	2.0
1994	18.2	36.4	29.6	13.0	2.7
Navy					
1998	9.4	32.7	35.7	18.0	4.2
1996	10.5	30.1	33.9	21.1	4.3
1994	11.9	30.8	29.9	22.0	5.4
Marine Corps					
1998	9.2	32.9	35.3	16.1	6.5
1996	14.2	32.1	29.9	17.2	6.5
1994	11.9	30.6	35.0	18.6	3.9
Air Force					
1998	14.2	26.9	31.9	21.2	5.8
1996	10.7	21.9	34.9	23.6	8.9
1994	11.5	26.8	26.5	27.3	7.9
Coast Guard <sup>a</sup>					
1998	7.9	30.7	24.4	26.8	10.2
1996	17.2	19.2	27.3	19.2	17.2
1994	13.9	25.0	23.6	26.4	11.1
Total Reserve and Guard					
1998	17.2	32.7	31.0	14.9	4.2
1996	16.4	33.1	31.2	15.7	3.6
1994	16.0	32.6	30.3	16.3	4.8
Army Reserve					
1998	27.3	37.8	23.7	8.1	3.0
1996	26.8	35.3	25.4	11.3	1.2
1994	17.5	32.3	30.0	15.2	5.0
Army National Guard					
1998	15.3	31.0	33.5	16.2	4.0
1996	15.0	35.2	31.3	15.2	3.4
1994	17.0	33.3	30.3	15.3	4.2
Naval Reserve					
1998	7.3	35.0	40.0	14.6	3.1
1996	6.8	30.8	40.1	16.8	5.4
1994	11.3	36.7	32.5	16.1	3.4

Table D-4. (continued)

	Extremely Difficult	Difficult	Able to Make Goal	Achievable with good chance to exceed	Very Excellent Chance to Exceed Goal
Air Force Reserve					
1998	13.3	25.9	27.3	22.4	11.2
1996	15.1	22.1	24.4	25.6	12.8
1994	7.8	20.0	21.1	35.6	15.6
Air National Guard					
1998	10.2	28.4	28.4	26.7	6.4
1996	7.8	16.9	38.4	30.1	6.8
1994	14.2	25.9	32.1	20.8	7.1

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	n.s.	p < 0.01
Army	p < 0.01	n.s.	p < 0.01
Navy	p < 0.01	n.s.	p < 0.05
Marine Corps	p < 0.01	n.s.	n.s.
Air Force	p < 0.01	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	n.s.
Total Reserve and Guard	N/A	n.s.	n.s.
Army Reserve	p < 0.01	n.s.	p < 0.01
Army National Guard	p < 0.05	n.s.	n.s.
Naval Reserve	p < 0.01	n.s.	p < 0.01
Air Force Reserve	p < 0.01	n.s.	p < 0.01
Air National Guard	p < 0.01	p < 0.01	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-5.*****Length of Time Assigned to Recruiting Duty (percentage) - Question 2***

	1 year, <2 years	2 years, <3 years	3 years, <6 years	6+ years
Total Active DoD				
1998	28.3	29.8	21.2	20.7
1996	27.2	44.2	19.6	9.0
Army				
1998	34.1	21.9	20.9	23.2
1996	33.5	38.1	15.0	13.3
Navy				
1998	25.0	43.8	19.2	12.0
1996	23.2	48.9	23.6	4.3
Marine Corps				
1998	21.9	38.8	21.3	17.9
1996	21.0	50.2	22.3	6.4
Air Force				
1998	22.8	20.7	25.6	30.9
1996	19.9	48.4	25.9	5.7
Coast Guard <sup>a</sup>				
1998	30.7	22.0	29.9	17.3
1996	29.0	8.0	39.0	24.0
Total Reserve and Guard				
1998	15.8	12.8	24.8	46.5
1996	14.2	13.1	22.2	50.5
Army Reserve				
1998	23.7	14.5	25.2	36.5
1996	8.6	20.6	31.3	38.5
Army National Guard				
1998	13.7	12.5	26.1	47.7
1996	17.6	10.6	19.9	51.9
Naval Reserve				
1998	14.6	13.1	18.8	53.5
1996	14.9	10.4	12.0	62.8
Air Force Reserve				
1998	9.0	6.9	24.8	59.3
1996	3.5	14.0	27.9	54.7
Air National Guard				
1998	8.9	12.7	21.1	57.4
1996	10.9	10.4	23.5	55.2

For 1994, 1991, and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-5. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Between 1998 and 1996
Total Active DoD	N/A	p < 0.01
Army	p < 0.01	p < 0.01
Navy	p < 0.01	p < 0.01
Marine Corps	p < 0.01	p < 0.01
Air Force	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01
Total Reserve and Guard	N/A	p < 0.05
Army Reserve	p < 0.01	p < 0.01
Army National Guard	p < 0.05	p < 0.01
Naval Reserve	p < 0.01	p < 0.01
Air Force Reserve	p < 0.01	p < 0.01
Air National Guard	p < 0.01	n.s.

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-6.*****Satisfaction With Recruiting (percentage) - Question 43a (recoded)***

	Satisfied	Neutral	Dissatisfied
Total Active DoD			
1998	33.8	20.7	45.4
1996	25.9	20.4	53.7
1994	34.0	19.4	46.5
Army			
1998	25.1	22.7	52.2
1996	21.9	20.2	57.9
1994	32.7	19.7	47.6
Navy			
1998	40.7	17.2	42.1
1996	29.2	19.9	51.0
1994	34.2	20.9	45.0
Marine Corps			
1998	40.1	21.1	38.7
1996	29.3	20.4	50.3
1994	31.8	19.0	49.1
Air Force			
1998	46.3	17.0	36.7
1996	29.1	23.7	47.1
1994	42.7	14.6	42.7
Coast Guard <sup>a</sup>			
1998	74.8	10.2	15.0
1996	70.0	17.0	13.0
1994	72.2	20.8	6.9
Total Reserve and Guard			
1998	58.6	17.2	24.2
1996	55.1	19.4	25.5
1994	61.1	18.8	20.1
Army Reserve			
1998	32.1	22.1	45.8
1996	31.4	22.9	45.8
1994	46.0	24.2	29.9
Army National Guard			
1998	67.4	16.0	16.6
1996	62.6	18.5	18.9
1994	66.1	17.3	16.6
Naval Reserve			
1998	51.9	20.2	27.9
1996	52.6	21.8	25.6
1994	53.5	20.9	25.6
Air Force Reserve			
1998	79.9	11.1	9.0
1996	69.8	14.0	16.3
1994	89.9	6.7	3.4
Air National Guard			
1998	84.5	8.6	6.9
1996	81.8	11.4	6.8
1994	78.9	12.2	8.9

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-6. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	n.s.
Army	p < 0.01	p < 0.05	p < 0.01
Navy	p < 0.01	p < 0.01	p < 0.05
Marine Corps	p < 0.01	p < 0.01	p < 0.01
Air Force	p < 0.01	p < 0.01	n.s.
Coast Guard	p < 0.01	p < 0.01	p < 0.01
Total Reserve and Guard	N/A	n.s.	p < 0.01
Army Reserve	p < 0.01	n.s.	p < 0.01
Army National Guard	p < 0.01	n.s.	n.s.
Naval Reserve	p < 0.05	n.s.	n.s.
Air Force Reserve	p < 0.01	p < 0.01	p < 0.01
Air National Guard	p < 0.01	n.s.	p < 0.05

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



**Table D-7.*****Selection of Assignment if Given Choice (percentage) - Question 29***

	Remain in Recruiting	Previous Specialty	Select New Specialty	Leave the Service
Total Active DoD				
1998	27.2	45.6	18.0	9.3
1996	23.2	49.4	19.7	7.7
1994	27.5	46.7	19.3	6.4
Army				
1998	24.6	48.5	17.3	9.6
1996	20.1	51.1	21.0	7.8
1994	25.7	48.8	21.8	3.8
Navy				
1998	30.0	39.8	16.7	13.4
1996	29.9	42.5	16.6	11.0
1994	29.2	44.1	14.4	12.3
Marine Corps				
1998	23.5	52.7	18.3	5.4
1996	18.5	58.9	17.2	5.4
1994	21.9	56.4	18.1	3.6
Air Force				
1998	41.7	26.7	22.4	9.2
1996	31.3	37.4	29.0	2.3
1994	38.7	30.8	25.6	4.9
Coast Guard <sup>a</sup>				
1998	70.9	15.0	3.1	11.0
1996	68.7	21.2	6.1	4.0
1994	64.4	24.7	6.8	4.1
Total Reserve and Guard				
1998	48.8	20.3	22.1	8.8
1996	51.2	19.4	21.0	8.4
1994	56.6	16.7	20.1	6.6
Army Reserve				
1998	22.3	36.1	34.6	6.9
1996	28.5	29.9	35.8	5.9
1994	34.3	27.6	34.3	3.7
Army National Guard				
1998	58.4	15.2	17.7	8.8
1996	58.6	16.0	15.5	9.9
1994	63.4	12.1	16.1	8.4
Naval Reserve				
1998	45.4	19.2	20.8	14.6
1996	50.6	21.0	19.4	9.1
1994	59.4	22.0	12.3	6.3
Air Force Reserve				
1998	75.0	4.2	13.2	7.6
1996	72.1	5.8	17.4	4.7
1994	89.0	3.3	7.7	0.0
Air National Guard				
1998	60.0	13.6	17.9	8.5
1996	68.9	10.0	14.6	6.4
1994	65.3	9.9	19.2	5.6

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table 7. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	$p < 0.01$
Army	$p < 0.01$	$p < 0.01$	$p < 0.01$
Navy	$p < 0.01$	n.s.	n.s.
Marine Corps	$p < 0.01$	n.s.	n.s.
Air Force	$p < 0.01$	$p < 0.01$	$p < 0.01$
Coast Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$
Total Reserve and Guard	N/A	n.s.	$p < 0.01$
Army Reserve	$p < 0.01$	$p < 0.05$	$p < 0.01$
Army National Guard	$p < 0.01$	n.s.	n.s.
Naval Reserve	$p < 0.01$	n.s.	$p < 0.01$
Air Force Reserve	$p < 0.01$	n.s.	$p < 0.01$
Air National Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-8.*****Satisfaction With Military Life (percentage) - Question 43b (recoded)***

	Satisfied	Neutral	Dissatisfied
Total Active DoD			
1998	86.0	8.0	6.0
1996	86.8	8.9	4.3
1994	91.0	5.4	3.6
Army			
1998	86.3	7.1	6.5
1996	86.4	8.8	4.7
1994	94.3	3.4	2.3
Navy			
1998	83.4	8.4	8.2
1996	83.0	12.1	4.9
1994	84.2	10.1	5.7
Marine Corps			
1998	86.5	9.2	4.3
1996	89.8	6.3	3.8
1994	93.8	3.1	3.1
Air Force			
1998	87.6	8.4	4.0
1996	93.1	5.5	1.4
1994	92.3	4.1	3.6
Coast Guard <sup>a</sup>			
1998	81.9	11.8	6.3
1996	88.0	8.0	4.0
1994	86.1	11.1	2.8
Total Reserve and Guard			
1998	84.3	11.0	4.6
1996	83.4	11.9	4.7
1994	87.1	9.5	3.4
Army Reserve			
1998	83.7	11.8	4.5
1996	82.3	11.9	5.8
1994	89.9	7.4	2.7
Army National Guard			
1998	84.0	11.7	4.2
1996	84.0	11.9	4.1
1994	86.5	10.3	3.2
Naval Reserve			
1998	80.2	10.1	9.7
1996	80.7	13.3	6.0
1994	82.7	11.8	5.5
Air Force Reserve			
1998	91.7	5.6	2.8
1996	86.9	8.3	4.8
1994	88.8	5.6	5.6
Air National Guard			
1998	89.7	8.2	2.1
1996	86.7	10.1	3.2
1994	88.3	8.9	2.8

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-8. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	p < 0.01
Army	n.s.	n.s.	p < 0.01
Navy	p < 0.05	p < 0.01	n.s.
Marine Corps	p < 0.05	n.s.	p < 0.01
Air Force	p < 0.05	p < 0.01	p < 0.01
Coast Guard	n.s.	p < 0.05	n.s.
Total Reserve and Guard	N/A	n.s.	p < 0.05
Army Reserve	n.s.	n.s.	p < 0.05
Army National Guard	n.s.	n.s.	n.s.
Naval Reserve	p < 0.01	p < 0.05	p < 0.05
Air Force Reserve	p < 0.01	n.s.	n.s.
Air National Guard	p < 0.01	n.s.	n.s.

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-9.**

***Had Freedom to Personally Plan Work and Use Judgement (percentage)***  
***- Question 25b (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	59.2	12.8	27.9
1996	56.6	18.0	25.5
1994	58.7	16.0	25.3
Army			
1998	48.3	14.8	37.0
1996	46.1	21.3	32.7
1994	54.2	16.3	29.6
Navy			
1998	70.7	10.4	18.9
1996	67.1	14.3	18.6
1994	59.0	17.2	23.8
Marine Corps			
1998	70.5	11.8	17.8
1996	66.5	15.0	18.5
1994	67.8	14.3	17.9
Air Force			
1998	63.7	10.9	25.4
1996	57.8	18.2	23.9
1994	63.0	14.1	23.0
Coast Guard <sup>a</sup>			
1998	90.6	5.5	3.9
1996	92.0	3.0	5.0
1994	91.8	5.5	2.7
Total Reserve and Guard			
1998	75.1	8.5	16.4
1996	70.4	11.3	18.3
1994	74.6	9.4	16.0
Army Reserve			
1998	52.0	13.0	35.0
1996	50.2	17.4	32.4
1994	55.9	13.7	30.4
Army National Guard			
1998	84.7	6.8	8.5
1996	77.2	9.3	13.5
1994	84.3	7.0	8.7
Naval Reserve			
1998	70.0	8.5	21.5
1996	68.5	13.2	18.4
1994	65.8	11.9	22.3
Air Force Reserve			
1998	85.0	7.9	7.1
1996	82.6	8.1	9.3
1994	82.4	8.8	8.8
Air National Guard			
1998	88.7	4.8	6.5
1996	89.5	2.7	7.7
1994	80.8	7.5	11.7

Table D-9. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01
Navy	p < 0.01	n.s.	p < 0.01
Marine Corps	p < 0.01	n.s.	n.s.
Air Force	p < 0.05	p < 0.01	n.s.
Coast Guard	p < 0.01	n.s.	n.s.
Total Reserve and Guard	N/A	p < 0.01	n.s.
Army Reserve	p < 0.01	n.s.	n.s.
Army National Guard	p < 0.01	p < 0.01	n.s.
Naval Reserve	p < 0.05	n.s.	n.s.
Air Force Reserve	p < 0.01	n.s.	n.s.
Air National Guard	p < 0.01	n.s.	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-10.*****Average Hours Per Week Spent Performing Recruiting Related Duties (percentage)******- Question 9 (recoded)***

	< 41 hours	41-50 hours	51-60 hours	61+ hours
Total Active DoD				
1998	2.7	7.4	24.2	65.6
1996	0.9	8.3	27.4	63.5
1994	0.8	9.5	33.6	56.0
Army				
1998	2.3	6.3	23.8	67.6
1996	0.6	4.9	27.5	67.1
1994	0.9	8.1	32.9	58.1
Navy				
1998	2.6	9.7	31.4	56.3
1996	1.1	11.8	30.8	56.3
1994	0.9	11.8	38.4	48.9
Marine Corps				
1998	2.3	3.3	14.7	79.7
1996	1.2	5.2	17.0	76.5
1994	0.6	2.3	17.7	79.4
Air Force				
1998	5.5	17.6	34.8	42.1
1996	0.9	24.5	41.6	33.0
1994	0.8	20.1	46.6	32.5
Coast Guard <sup>a</sup>				
1998	12.6	63.0	18.9	5.5
1996	9.2	56.1	31.6	3.1
1994	2.8	61.1	27.8	8.3
Total Reserve and Guard				
1998	5.1	26.0	34.6	34.3
1996	2.1	24.9	40.1	32.9
1994	2.9	30.2	40.6	26.3
Army Reserve				
1998	3.0	12.8	24.5	59.7
1996	1.7	8.3	31.0	59.0
1994	1.3	12.3	37.7	48.7
Army National Guard				
1998	5.4	28.6	39.1	26.9
1996	2.3	26.1	44.7	26.9
1994	3.6	33.2	42.4	20.9
Naval Reserve				
1998	7.7	21.9	38.1	32.3
1996	2.3	29.3	43.2	25.2
1994	2.6	31.8	46.3	19.3
Air Force Reserve				
1998	5.6	39.9	39.2	15.4
1996	1.2	51.2	33.7	14.0
1994	5.7	50.0	36.4	8.0
Air National Guard				
1998	6.8	52.5	28.8	11.9
1996	2.3	57.6	34.1	6.0
1994	3.3	63.0	28.4	5.2

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-10. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	p < 0.01
Army	p < 0.05	p < 0.01	p < 0.01
Navy	p < 0.01	n.s.	p < 0.01
Marine Corps	p < 0.01	n.s.	p < 0.05
Air Force	p < 0.01	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	p < 0.01
Total Reserve and Guard	N/A	p < 0.01	p < 0.01
Army Reserve	p < 0.01	p < 0.01	p < 0.01
Army National Guard	p < 0.01	p < 0.01	p < 0.01
Naval Reserve	p < 0.05	p < 0.01	p < 0.01
Air Force Reserve	p < 0.01	p < 0.01	p < 0.01
Air National Guard	p < 0.01	p < 0.01	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



**Table D-11.**

***Change in Hours Per Week Spent Performing Duty-Related Tasks (percentage)***  
***- Question 61f (recoded)***

	Greater	Same	Less
Total Active DoD			
1998	73.3	22.7	4.0
1996	69.8	25.8	4.4
Army			
1998	78.5	17.9	3.6
1996	75.6	22.0	2.4
Navy			
1998	69.9	26.5	3.7
1996	72.6	23.6	3.8
Marine Corps			
1998	66.4	29.8	3.8
1996	59.6	34.1	6.2
Air Force			
1998	71.7	21.3	7.0
1996	54.4	32.1	13.5
Coast Guard <sup>a</sup>			
1998	58.7	38.9	2.4
1996	64.3	33.7	2.0
Total Reserve and Guard			
1998	73.1	23.6	3.4
1996	72.1	24.0	3.9
Army Reserve			
1998	76.4	19.9	3.7
1996	69.6	25.2	5.2
Army National Guard			
1998	72.5	24.8	2.7
1996	72.2	23.8	4.0
Naval Reserve			
1998	71.1	22.9	5.9
1996	74.4	23.8	1.9
Air Force Reserve			
1998	72.1	24.3	3.6
1996	77.9	19.8	2.3
Air National Guard			
1998	68.2	28.3	3.4
1996	73.8	23.1	3.2

Table D-11. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	N/A
Army	p < 0.01	p < 0.05	N/A
Navy	p < 0.05	n.s.	N/A
Marine Corps	p < 0.01	p < 0.05	N/A
Air Force	p < 0.01	p < 0.01	N/A
Coast Guard	p < 0.01	n.s.	N/A
Total Reserve and Guard	N/A	n.s.	N/A
Army Reserve	n.s.	p < 0.05	N/A
Army National Guard	n.s.	n.s.	N/A
Naval Reserve	p < 0.05	p < 0.01	N/A
Air Force Reserve	n.s.	n.s.	N/A
Air National Guard	p < 0.05	p < 0.05	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-12.*****Change in Number of Work Hours Required to Meet Goal (percentage)******- Question 61h (recoded)***

	Greater	Same	Less
Total Active DoD			
1998	76.8	19.8	3.4
1996	71.9	23.7	4.5
Army			
1998	84.1	13.8	2.1
1996	80.7	17.3	2.0
Navy			
1998	72.0	23.0	5.0
1996	72.5	24.1	3.4
Marine Corps			
1998	66.3	29.9	3.8
1996	58.3	33.5	8.2
Air Force			
1998	76.2	18.5	5.3
1996	55.3	32.7	12.0
Coast Guard <sup>a</sup>			
1998	58.7	39.7	1.6
1996	58.2	40.8	1.0
Total Reserve and Guard			
1998	77.7	19.3	3.0
1996	75.6	21.2	3.2
Army Reserve			
1998	79.5	17.7	2.8
1996	73.7	21.1	5.2
Army National Guard			
1998	78.4	18.2	3.4
1996	77.3	20.2	2.4
Naval Reserve			
1998	77.3	19.9	2.7
1996	77.4	19.9	2.8
Air Force Reserve			
1998	72.3	25.5	2.1
1996	70.9	29.1	0.0
Air National Guard			
1998	69.7	29.0	1.3
1996	67.3	29.1	3.6

Table D-12. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	N/A
Army	$p < 0.01$	n.s.	N/A
Navy	$p < 0.01$	n.s.	N/A
Marine Corps	$p < 0.01$	$p < 0.01$	N/A
Air Force	$p < 0.05$	$p < 0.01$	N/A
Coast Guard	$p < 0.01$	n.s.	N/A
Total Reserve and Guard	N/A	n.s.	N/A
Army Reserve	n.s.	$p < 0.05$	N/A
Army National Guard	n.s.	n.s.	N/A
Naval Reserve	n.s.	n.s.	N/A
Air Force Reserve	$p < 0.05$	$p < 0.05$	N/A
Air National Guard	$p < 0.01$	$p < 0.01$	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



**Table D-13.*****Total Hours Per Week Spent Performing Non-Recruiting Duties (percentage) - Question 10***

	Significance <sup>b</sup>	None	< 6 hours	6-10 hours	11-20 hours	> 20 hours
Total Active DoD	N/A	9.8	42.3	31.1	11.6	5.2
Army	p < 0.01	8.7	46.6	29.4	11.9	3.3
Navy	n.s.	9.6	40.8	33.5	10.9	5.2
Marine Corps	p < 0.01	8.3	36.6	34.8	11.6	8.7
Air Force	p < 0.01	17.7	39.3	26.6	10.9	5.6
Coast Guard <sup>a</sup>	p < 0.05	10.4	43.2	30.4	13.6	2.4
Total Reserve and Guard	N/A	8.4	40.9	33.2	13.5	4.0
Army Reserve	p < 0.01	10.7	45.4	30.1	10.7	3.0
Army National Guard	p < 0.01	6.2	38.2	36.6	15.3	3.7
Naval Reserve	n.s.	7.7	41.7	31.3	14.3	5.0
Air Force Reserve	p < 0.01	16.7	46.5	20.1	6.3	10.4
Air National Guard	n.s.	11.9	41.1	29.7	13.1	4.2

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-14.*****Change in Amount of Free Time for Personal Duties (percentage) - Question 61k (recoded)***

	Greater	Same	Less
Total Active DoD			
1998	5.5	23.6	70.8
1996	5.0	26.3	68.8
Army			
1998	5.2	17.8	76.9
1996	4.7	20.1	75.2
Navy			
1998	6.8	25.2	67.9
1996	5.9	28.1	65.9
Marine Corps			
1998	5.4	34.0	60.6
1996	3.3	35.5	61.2
Air Force			
1998	4.9	23.7	71.4
1996	7.8	31.3	60.9
Coast Guard <sup>a</sup>			
1998	1.6	62.7	35.7
1996	2.0	58.2	39.8
Total Reserve and Guard			
1998	4.9	27.3	67.8
1996	4.7	29.2	66.1
Army Reserve			
1998	4.0	23.3	72.7
1996	6.1	21.1	72.8
Army National Guard			
1998	5.8	27.4	66.8
1996	4.7	31.4	63.9
Naval Reserve			
1998	4.3	22.0	73.7
1996	3.7	31.3	65.1
Air Force Reserve			
1998	2.8	34.8	62.4
1996	1.2	29.1	69.8
Air National Guard			
1998	4.3	44.2	51.5
1996	3.2	37.4	59.4

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Table D-14. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.05	N/A
Army	p < 0.01	n.s.	N/A
Navy	n.s.	n.s.	N/A
Marine Corps	p < 0.01	n.s.	N/A
Air Force	n.s.	p < 0.01	N/A
Coast Guard	p < 0.01	n.s.	N/A
Total Reserve and Guard	N/A	n.s.	N/A
Army Reserve	p < 0.05	n.s.	N/A
Army National Guard	n.s.	n.s.	N/A
Naval Reserve	p < 0.05	p < 0.01	N/A
Air Force Reserve	p < 0.01	n.s.	N/A
Air National Guard	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-15.*****Voluntarily Did Not Take Leave Due to Demands of Job (percentage) - Question 11***

	Yes	No
Total Active DoD		
1998	68.7	31.3
1996	68.3	31.7
1994	46.1	53.9
Army		
1998	65.0	35.0
1996	65.5	34.5
1994	39.3	60.7
Navy		
1998	70.7	29.3
1996	69.1	30.9
1994	40.0	60.0
Marine Corps		
1998	74.8	25.2
1996	71.6	28.4
1994	66.9	33.1
Air Force		
1998	67.8	32.2
1996	73.0	27.0
1994	59.5	40.5
Coast Guard <sup>a</sup>		
1998	62.2	37.8
1996	61.6	38.4
1994	26.0	74.0
Total Reserve and Guard		
1998	74.1	25.9
1996	73.7	26.3
1994	49.7	50.3
Army Reserve		
1998	68.7	31.3
1996	64.6	35.4
1994	38.6	61.4
Army National Guard		
1998	78.0	22.0
1996	79.4	20.6
1994	56.8	43.2
Naval Reserve		
1998	76.2	23.8
1996	70.2	29.8
1994	40.9	59.1
Air Force Reserve		
1998	60.4	39.6
1996	68.2	31.8
1994	51.6	48.4
Air National Guard		
1998	70.8	29.2
1996	71.7	28.3
1994	50.7	49.3

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-15. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	n.s.	p < 0.01
Army	p < 0.01	n.s.	p < 0.01
Navy	n.s.	n.s.	p < 0.01
Marine Corps	p < 0.01	n.s.	p < 0.01
Air Force	n.s.	p < 0.05	p < 0.01
Coast Guard	p < 0.01	n.s.	p < 0.01
Total Reserve and Guard	N/A	n.s.	p < 0.01
Army Reserve	p < 0.01	n.s.	p < 0.01
Army National Guard	p < 0.01	n.s.	p < 0.01
Naval Reserve	n.s.	p < 0.05	p < 0.01
Air Force Reserve	p < 0.01	p < 0.05	p < 0.05
Air National Guard	n.s.	n.s.	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-16.*****Had Request for Annual Leave Denied (percentage) - Question 12***

	Yes	No
Total Active DoD		
1998	20.6	79.4
1996	22.1	77.9
1994	21.9	78.1
Army		
1998	22.1	77.9
1996	23.9	76.1
1994	23.9	76.1
Navy		
1998	14.3	85.7
1996	14.3	85.7
1994	14.3	85.7
Marine Corps		
1998	24.4	75.6
1996	27.7	72.3
1994	28.7	71.3
Air Force		
1998	16.5	83.5
1996	21.6	78.4
1994	25.5	74.5
Coast Guard <sup>a</sup>		
1998	5.6	94.4
1996	5.1	94.9
1994	5.5	94.5
Total Reserve and Guard		
1998	13.7	86.3
1996	15.2	84.8
1994	13.8	86.2
Army Reserve		
1998	20.0	80.0
1996	22.0	78.0
1994	24.2	75.8
Army National Guard		
1998	13.1	86.9
1996	15.8	84.2
1994	10.0	90.0
Naval Reserve		
1998	5.8	94.2
1996	3.6	96.4
1994	6.3	93.8
Air Force Reserve		
1998	7.6	92.4
1996	9.4	90.6
1994	16.5	83.5
Air National Guard		
1998	10.2	89.8
1996	10.0	90.0
1994	17.3	82.7

For 1991 results, see DMDC Report No. 97-019 (November 1997)

Table D-16. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	n.s.	n.s.
Army	n.s.	n.s.	n.s.
Navy	$p < 0.01$	n.s.	n.s.
Marine Corps	$p < 0.01$	n.s.	n.s.
Air Force	$p < 0.01$	$p < 0.05$	$p < 0.01$
Coast Guard	$p < 0.01$	n.s.	n.s.
Total Reserve and Guard	N/A	n.s.	n.s.
Army Reserve	$p < 0.01$	n.s.	n.s.
Army National Guard	n.s.	n.s.	n.s.
Naval Reserve	$p < 0.01$	n.s.	n.s.
Air Force Reserve	$p < 0.01$	n.s.	$p < 0.01$
Air National Guard	$p < 0.01$	n.s.	$p < 0.01$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-17.*****Annual Leave Days Taken Last Year (percentage) - Question 13 (recoded)***

	0-7 days	8-14 days	15+ days
Total Active DoD			
1998	19.7	43.7	36.6
1996	20.6	42.9	36.5
1994	21.5	41.1	37.4
Army			
1998	12.6	44.6	42.8
1996	11.8	45.2	43.0
1994	11.7	40.9	47.4
Navy			
1998	25.6	45.3	29.1
1996	29.0	41.1	29.9
1994	30.6	39.9	29.4
Marine Corps			
1998	33.5	44.2	22.3
1996	36.0	40.7	23.3
1994	35.3	43.9	20.8
Air Force			
1998	10.1	36.5	53.5
1996	5.7	40.2	54.1
1994	14.6	40.9	44.4
Coast Guard <sup>a</sup>			
1998	17.3	39.4	43.3
1996	17.0	42.0	41.0
1994	5.5	28.8	65.8
Total Reserve and Guard			
1998	19.3	34.8	45.9
1996	14.2	35.9	49.8
1994	11.6	35.2	53.1
Army Reserve			
1998	20.9	34.0	45.1
1996	8.4	38.8	52.8
1994	11.8	38.9	49.3
Army National Guard			
1998	21.1	34.4	44.5
1996	17.2	36.4	46.4
1994	12.3	34.3	53.4
Naval Reserve			
1998	15.8	37.7	46.5
1996	14.7	29.8	55.5
1994	9.3	31.6	59.0
Air Force Reserve			
1998	11.1	31.9	56.9
1996	9.3	33.7	57.0
1994	14.3	28.6	57.1
Air National Guard			
1998	9.3	38.6	52.1
1996	13.6	34.1	52.3
1994	9.4	37.7	52.8

Table D-17. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	n.s.	n.s.
Army	$p < 0.01$	n.s.	n.s.
Navy	$p < 0.01$	n.s.	$p < 0.05$
Marine Corps	$p < 0.01$	n.s.	n.s.
Air Force	$p < 0.01$	$p < 0.01$	$p < 0.01$
Coast Guard	$p < 0.05$	n.s.	$p < 0.01$
Total Reserve and Guard	N/A	$p < 0.01$	$p < 0.01$
Army Reserve	n.s.	$p < 0.01$	$p < 0.01$
Army National Guard	n.s.	n.s.	$p < 0.01$
Naval Reserve	n.s.	$p < 0.05$	$p < 0.01$
Air Force Reserve	$p < 0.01$	n.s.	n.s.
Air National Guard	$p < 0.01$	$p < 0.01$	n.s.

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-18.*****Number of Days on Leave Working Part of Day on Work-Related Tasks (percentage)  
- Question 14***

	Significance <sup>b</sup>	None	1-2 days	3-5 days	6-8 days	> 8 days
Total Active DoD	N/A	20.2	32.1	29.0	8.7	10.0
Army	p < 0.01	17.0	33.0	32.0	9.1	9.0
Navy	p < 0.01	28.5	33.5	26.4	5.8	5.8
Marine Corps	p < 0.01	25.4	36.0	24.0	7.0	7.6
Air Force	p < 0.01	9.1	17.6	31.2	15.8	26.3
Coast Guard <sup>a</sup>	p < 0.01	33.1	26.8	24.4	6.3	9.4
Total Reserve and Guard	N/A	12.9	27.7	30.9	13.7	14.8
Army Reserve	p < 0.01	19.4	36.1	25.4	9.9	9.3
Army National Guard	p < 0.01	8.7	22.2	33.8	16.3	19.0
Naval Reserve	p < 0.01	17.7	34.6	28.8	9.6	9.2
Air Force Reserve	p < 0.01	18.8	31.9	23.6	11.8	13.9
Air National Guard	p < 0.01	9.3	26.7	37.3	15.3	11.4

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



**Table D-19.*****Annual Leave Days Lost Due to Demands of Recruiting Duty (percentage) - Question 15***

	Significance <sup>b</sup>	None	1-3 days	4-6 days	7-10 days	> 10 days
Total Active DoD	N/A	80.6	6.7	3.9	3.4	5.4
Army	p < 0.01	85.6	7.2	3.4	2.2	1.6
Navy	n.s.	80.3	7.9	3.6	4.4	3.9
Marine Corps	p < 0.01	65.0	6.2	6.7	6.0	16.2
Air Force	p < 0.01	93.7	4.1	0.6	1.2	0.4
Coast Guard <sup>a</sup>	p < 0.01	66.9	7.9	5.5	7.9	11.8
Total Reserve and Guard	N/A	69.6	8.8	4.7	6.5	10.4
Army Reserve	p < 0.01	89.3	4.8	2.4	1.8	1.8
Army National Guard	p < 0.01	55.7	11.2	6.2	9.7	17.1
Naval Reserve	p < 0.01	82.3	6.5	2.7	5.0	3.5
Air Force Reserve	p < 0.01	89.6	6.3	2.1	0.7	1.4
Air National Guard	p < 0.01	72.0	10.2	5.9	5.5	6.4

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-20.**

***Change in Amount of Time Spent With Youth Actively Recruiting (percentage)***  
***- Question 61e (recoded)***

	Greater	Same	Less
Total Active DoD			
1998	49.4	38.8	11.8
1996	42.0	44.7	13.3
1994	29.7	55.4	14.9
Army			
1998	51.4	36.5	12.1
1996	43.3	43.9	12.8
1994	28.7	57.7	13.6
Navy			
1998	47.0	41.1	11.8
1996	39.1	44.5	16.3
1994	26.5	54.0	19.5
Marine Corps			
1998	51.3	39.8	8.9
1996	41.9	46.4	11.6
1994	36.1	54.1	9.8
Air Force			
1998	40.8	42.4	16.8
1996	44.3	44.8	10.9
1994	33.1	52.3	14.6
Coast Guard <sup>a</sup>			
1998	50.8	40.5	8.7
1996	53.1	35.7	11.2
1994	26.4	59.7	13.9
Total Reserve and Guard			
1998	48.4	37.7	13.9
1996	43.2	41.2	15.6
1994	31.0	49.1	19.9
Army Reserve			
1998	46.7	40.4	12.9
1996	38.2	46.5	15.3
1994	30.2	54.4	15.4
Army National Guard			
1998	55.0	36.2	8.7
1996	52.4	38.4	9.2
1994	35.4	50.2	14.4
Naval Reserve			
1998	9.2	40.4	50.5
1996	8.4	46.3	45.3
1994	14.8	33.0	52.1
Air Force Reserve			
1998	39.1	42.0	18.8
1996	40.7	37.2	22.1
1994	18.6	57.0	24.4
Air National Guard			
1998	55.9	33.2	10.9
1996	51.1	37.1	11.8
1994	31.6	44.8	23.6

Table D-20. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	$p < 0.01$
Army	n.s.	$p < 0.01$	$p < 0.01$
Navy	n.s.	$p < 0.01$	$p < 0.01$
Marine Corps	$p < 0.05$	$p < 0.01$	$p < 0.01$
Air Force	$p < 0.01$	$p < 0.01$	$p < 0.01$
Coast Guard	n.s.	n.s.	$p < 0.01$
Total Reserve and Guard	N/A	$p < 0.01$	$p < 0.01$
Army Reserve	n.s.	$p < 0.05$	$p < 0.01$
Army National Guard	$p < 0.01$	n.s.	$p < 0.01$
Naval Reserve	$p < 0.01$	n.s.	$p < 0.01$
Air Force Reserve	$p < 0.01$	n.s.	$p < 0.01$
Air National Guard	$p < 0.01$	n.s.	$p < 0.01$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-21.**

*Change in Amount of Participation in Community Events to Support Recruiting (percentage)*  
*- Question 61g (recoded)*

	Greater	Same	Less
Total Active DoD			
1998	44.4	40.1	15.5
1996	31.3	49.1	19.6
Army			
1998	45.5	37.6	16.9
1996	32.5	47.7	19.7
Navy			
1998	43.9	40.1	16.0
1996	27.2	49.5	23.3
Marine Corps			
1998	42.7	44.7	12.6
1996	31.8	50.7	17.5
Air Force			
1998	44.0	41.4	14.6
1996	35.5	51.6	12.9
Coast Guard <sup>a</sup>			
1998	45.2	50.8	4.0
1996	39.8	54.1	6.1
Total Reserve and Guard			
1998	51.8	37.4	10.8
1996	46.1	41.7	12.3
Army Reserve			
1998	38.1	43.3	18.6
1996	28.8	50.9	20.3
Army National Guard			
1998	59.6	33.6	6.8
1996	57.9	35.3	6.8
Naval Reserve			
1998	31.3	52.0	16.7
1996	20.0	55.7	24.4
Air Force Reserve			
1998	60.4	30.9	8.6
1996	45.3	43.0	11.6
Air National Guard			
1998	64.8	28.3	6.9
1996	65.5	30.9	3.6

Table D-21. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	N/A
Army	$p < 0.05$	$p < 0.01$	N/A
Navy	n.s.	$p < 0.01$	N/A
Marine Corps	$p < 0.01$	$p < 0.01$	N/A
Air Force	n.s.	$p < 0.01$	N/A
Coast Guard	$p < 0.01$	n.s.	N/A
Total Reserve and Guard	N/A	$p < 0.01$	N/A
Army Reserve	$p < 0.01$	$p < 0.01$	N/A
Army National Guard	$p < 0.01$	n.s.	N/A
Naval Reserve	$p < 0.01$	$p < 0.01$	N/A
Air Force Reserve	$p < 0.05$	$p < 0.01$	N/A
Air National Guard	$p < 0.01$	$p < 0.01$	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-22.*****Change in Amount of Contact With Key Influencers (percentage) - Question 61a (recoded)***

	Greater	Same	Less
Total Active DoD			
1998	44.4	43.3	12.3
1996	36.6	52.7	10.7
1994	12.2	67.9	19.9
Army			
1998	42.2	43.2	14.5
1996	33.3	55.1	11.6
1994	12.5	70.4	17.1
Navy			
1998	48.2	42.4	9.4
1996	34.3	53.7	12.0
1994	9.9	66.6	23.5
Marine Corps			
1998	49.5	41.2	9.3
1996	45.2	47.4	7.3
1994	17.1	68.5	14.3
Air Force			
1998	36.8	49.2	14.0
1996	40.7	49.0	10.3
1994	9.6	60.4	29.9
Coast Guard <sup>a</sup>			
1998	32.0	64.0	4.0
1996	32.3	60.6	7.1
1994	11.1	68.1	20.8
Total Reserve and Guard			
1998	33.9	51.1	15.0
1996	30.7	52.5	16.8
1994	9.2	59.1	31.7
Army Reserve			
1998	32.0	50.0	18.0
1996	29.0	59.0	12.0
1994	9.4	68.1	22.5
Army National Guard			
1998	37.8	50.4	11.8
1996	34.8	48.5	16.7
1994	9.6	57.5	32.9
Naval Reserve			
1998	14.5	61.0	24.5
1996	16.7	56.6	26.7
1994	9.6	46.6	43.9
Air Force Reserve			
1998	24.5	53.8	21.7
1996	18.6	59.3	22.1
1994	4.7	69.8	25.6
Air National Guard			
1998	44.2	44.2	11.6
1996	35.3	49.8	14.9
1994	7.1	55.2	37.7

Table D-22. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	$p < 0.01$
Army	$p < 0.01$	$p < 0.01$	$p < 0.01$
Navy	$p < 0.01$	$p < 0.01$	$p < 0.01$
Marine Corps	$p < 0.01$	n.s.	$p < 0.01$
Air Force	$p < 0.01$	n.s.	$p < 0.01$
Coast Guard	$p < 0.01$	n.s.	$p < 0.01$
Total Reserve and Guard	N/A	n.s.	$p < 0.01$
Army Reserve	n.s.	$p < 0.01$	$p < 0.01$
Army National Guard	$p < 0.01$	$p < 0.05$	$p < 0.01$
Naval Reserve	$p < 0.01$	n.s.	$p < 0.01$
Air Force Reserve	$p < 0.01$	n.s.	$p < 0.01$
Air National Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-23.*****Change in Number of High School Visits (percentage) - Question 61b (recoded)***

	Greater	Same	Less
Total Active DoD			
1998	55.0	34.3	10.7
1996	45.7	41.6	12.7
1994	25.0	58.5	16.4
Army			
1998	60.3	30.4	9.4
1996	51.0	37.9	11.0
1994	25.9	63.3	10.8
Navy			
1998	55.1	32.4	12.5
1996	40.6	42.6	16.8
1994	21.8	50.4	27.7
Marine Corps			
1998	47.3	42.2	10.5
1996	42.7	45.3	12.1
1994	25.4	64.8	9.8
Air Force			
1998	48.6	37.4	14.0
1996	39.4	49.4	11.2
1994	30.3	52.5	17.1
Coast Guard <sup>a</sup>			
1998	55.6	36.5	7.9
1996	54.5	30.3	15.2
1994	27.8	37.5	34.7
Total Reserve and Guard			
1998	52.3	33.2	14.5
1996	45.7	38.1	16.1
1994	25.5	54.4	20.1
Army Reserve			
1998	50.0	33.3	16.7
1996	38.4	46.2	15.4
1994	23.9	61.6	14.5
Army National Guard			
1998	61.4	31.4	7.2
1996	58.4	34.0	7.6
1994	31.0	55.7	13.3
Naval Reserve			
1998	2.4	41.7	55.9
1996	2.1	42.3	55.6
1994	5.0	35.0	59.9
Air Force Reserve			
1998	46.0	36.0	18.0
1996	50.0	32.1	17.9
1994	16.5	47.1	36.5
Air National Guard			
1998	51.1	35.1	13.9
1996	43.2	36.8	20.0
1994	25.5	51.9	22.6



Table D-23. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01
Navy	n.s.	p < 0.01	p < 0.01
Marine Corps	p < 0.01	n.s.	p < 0.01
Air Force	p < 0.01	p < 0.01	p < 0.01
Coast Guard	n.s.	p < 0.01	p < 0.01
Total Reserve and Guard	N/A	p < 0.01	p < 0.01
Army Reserve	n.s.	p < 0.01	p < 0.01
Army National Guard	p < 0.01	n.s.	p < 0.01
Naval Reserve	p < 0.01	n.s.	p < 0.01
Air Force Reserve	n.s.	n.s.	p < 0.01
Air National Guard	n.s.	p < 0.01	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-24.**

*Recruiting Success Had a "Make or Break" Effect on Military Career (percentage)*  
*- Question 20c (recoded)*

	Agree	Neutral	Disagree
Total Active DoD			
1998	76.3	13.2	10.5
1996	75.7	14.9	9.5
1994	74.6	15.2	10.2
Army			
1998	72.8	15.5	11.7
1996	70.6	18.3	11.1
1994	67.5	19.6	12.9
Navy			
1998	76.3	13.1	10.6
1996	75.1	14.8	10.1
1994	72.6	15.7	11.7
Marine Corps			
1998	82.3	10.2	7.5
1996	85.1	9.2	5.8
1994	90.3	6.6	3.0
Air Force			
1998	78.7	10.2	11.0
1996	81.8	10.4	7.8
1994	85.8	8.8	5.5
Coast Guard <sup>a</sup>			
1998	13.3	17.5	69.2
1996	13.4	27.8	58.8
1994	17.1	24.3	58.6
Total Reserve and Guard			
1998	74.6	14.4	11.0
1996	76.2	14.6	9.1
1994	75.5	13.9	10.6
Army Reserve			
1998	73.3	14.7	12.0
1996	70.2	20.5	9.3
1994	74.3	15.5	10.2
Army National Guard			
1998	75.7	14.7	9.6
1996	79.6	12.6	7.8
1994	75.7	14.2	10.1
Naval Reserve			
1998	89.2	5.0	5.8
1996	88.6	6.4	5.0
1994	90.7	4.2	5.1
Air Force Reserve			
1998	74.6	17.6	7.7
1996	65.1	16.9	18.1
1994	62.2	20.0	17.8
Air National Guard			
1998	48.9	22.5	28.6
1996	52.6	24.4	23.0
1994	56.9	19.6	23.4

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-24. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	n.s.	n.s.
Army	$p < 0.01$	n.s.	$p < 0.05$
Navy	n.s.	n.s.	n.s.
Marine Corps	$p < 0.01$	n.s.	$p < 0.01$
Air Force	$p < 0.05$	n.s.	$p < 0.01$
Coast Guard	$p < 0.01$	$p < 0.01$	$p < 0.05$
Total Reserve and Guard	N/A	n.s.	n.s.
Army Reserve	n.s.	$p < 0.05$	n.s.
Army National Guard	n.s.	n.s.	n.s.
Naval Reserve	$p < 0.01$	n.s.	n.s.
Air Force Reserve	n.s.	$p < 0.01$	$p < 0.01$
Air National Guard	$p < 0.01$	$p < 0.05$	$p < 0.01$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-25.**

***Pressured to Continue Recruiting After Reaching Goal (percentage) - Question 20d (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	81.0	11.6	7.4
1996	81.9	12.2	5.9
1994	81.8	12.4	5.8
Army			
1998	80.0	11.7	8.3
1996	79.8	14.1	6.0
1994	79.5	13.6	6.9
Navy			
1998	84.5	9.1	6.4
1996	85.5	10.4	4.1
1994	84.7	9.7	5.5
Marine Corps			
1998	81.0	12.7	6.3
1996	82.0	9.9	8.1
1994	80.6	14.7	4.7
Air Force			
1998	79.0	13.0	8.1
1996	82.4	12.7	4.9
1994	84.4	12.1	3.6
Coast Guard <sup>a</sup>			
1998	30.3	21.3	48.4
1996	29.2	29.2	41.7
1994	26.9	19.4	53.7
Total Reserve and Guard			
1998	73.1	14.9	12.1
1996	75.3	14.1	10.6
1994	71.3	16.1	12.6
Army Reserve			
1998	73.8	16.3	10.0
1996	83.2	9.2	7.6
1994	79.9	13.5	6.6
Army National Guard			
1998	74.4	14.8	10.8
1996	74.8	15.1	10.1
1994	68.4	17.2	14.4
Naval Reserve			
1998	83.7	8.9	7.4
1996	77.0	14.4	8.6
1994	82.3	10.5	7.1
Air Force Reserve			
1998	63.0	17.2	20.0
1996	57.8	22.9	19.3
1994	53.8	20.9	25.3
Air National Guard			
1998	49.8	17.9	32.3
1996	53.1	20.7	26.3
1994	48.0	26.0	26.0

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-25. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	n.s.	p < 0.05
Army	n.s.	p < 0.05	n.s.
Navy	p < 0.05	n.s.	n.s.
Marine Corps	n.s.	n.s.	n.s.
Air Force	n.s.	p < 0.05	p < 0.01
Coast Guard	p < 0.01	p < 0.05	n.s.
Total Reserve and Guard	N/A	n.s.	n.s.
Army Reserve	n.s.	p < 0.01	n.s.
Army National Guard	n.s.	n.s.	p < 0.05
Naval Reserve	p < 0.01	p < 0.05	n.s.
Air Force Reserve	p < 0.01	n.s.	n.s.
Air National Guard	p < 0.01	p < 0.05	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-26.*****Punished if Fell Short of Goal (percentage) - Question 20e (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	61.4	22.3	16.4
1996	59.0	25.5	15.5
1994	53.5	30.0	16.5
Army			
1998	67.0	19.7	13.3
1996	64.4	22.1	13.6
1994	56.4	29.5	14.1
Navy			
1998	55.4	26.1	18.5
1996	54.2	29.5	16.3
1994	50.5	30.1	19.4
Marine Corps			
1998	60.0	23.3	16.7
1996	55.4	26.8	17.7
1994	52.7	31.7	15.7
Air Force			
1998	49.9	24.6	25.5
1996	52.2	29.0	18.8
1994	51.1	29.4	19.4
Coast Guard <sup>a</sup>			
1998	10.3	19.7	70.1
1996	10.2	34.7	55.1
1994	7.0	19.7	73.2
Total Reserve and Guard			
1998	57.0	24.1	18.9
1996	61.1	22.9	16.0
1994	52.9	25.4	21.7
Army Reserve			
1998	58.0	24.2	17.8
1996	64.4	21.7	13.9
1994	57.7	26.0	16.3
Army National Guard			
1998	62.3	23.1	14.6
1996	68.1	21.4	10.5
1994	53.9	25.2	20.8
Naval Reserve			
1998	59.7	24.8	15.5
1996	56.0	27.2	16.8
1994	61.0	22.2	16.8
Air Force Reserve			
1998	39.6	31.3	29.1
1996	31.7	32.9	35.4
1994	31.4	32.6	36.0
Air National Guard			
1998	17.1	26.6	56.3
1996	14.9	26.5	58.6
1994	21.0	27.3	51.7

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-26. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.05$	$p < 0.01$
Army	$p < 0.01$	n.s.	$p < 0.01$
Navy	$p < 0.01$	n.s.	n.s.
Marine Corps	n.s.	n.s.	$p < 0.01$
Air Force	$p < 0.01$	$p < 0.01$	$p < 0.05$
Coast Guard	$p < 0.01$	$p < 0.01$	n.s.
Total Reserve and Guard	N/A	$p < 0.05$	$p < 0.05$
Army Reserve	n.s.	n.s.	n.s.
Army National Guard	$p < 0.01$	$p < 0.05$	$p < 0.01$
Naval Reserve	n.s.	n.s.	n.s.
Air Force Reserve	$p < 0.01$	n.s.	n.s.
Air National Guard	$p < 0.01$	n.s.	n.s.

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-27.*****Perceived Frequency of Recruiter Improprieties (percentage) - Question 27***

	Frequently	Occasionally	Seldom	Never
Total Active DoD				
1998	28.1	30.6	26.6	14.7
1996	24.4	31.1	32.3	12.2
1994	18.8	29.2	36.3	15.7
Army				
1998	32.2	31.4	25.4	11.1
1996	27.2	33.1	29.9	9.9
1994	17.8	30.8	38.4	12.9
Navy				
1998	25.6	28.4	28.7	17.2
1996	26.0	32.5	28.6	12.8
1994	22.8	29.2	31.7	16.3
Marine Corps				
1998	24.2	30.4	25.2	20.2
1996	18.1	27.3	38.4	16.1
1994	13.9	25.1	35.4	25.6
Air Force				
1998	23.6	31.3	31.2	13.9
1996	20.5	25.1	41.6	12.7
1994	18.8	29.2	42.2	9.8
Coast Guard <sup>a</sup>				
1998	3.1	16.5	30.7	49.6
1996	7.0	17.0	40.0	36.0
1994	4.1	13.7	37.0	45.2
Total Reserve and Guard				
1998	23.6	32.2	30.8	13.3
1996	20.4	33.3	33.7	12.6
1994	14.5	33.0	39.3	13.2
Army Reserve				
1998	30.7	33.7	25.3	10.2
1996	28.1	34.5	27.7	9.7
1994	18.8	39.1	33.2	8.9
Army National Guard				
1998	25.5	35.1	29.9	9.4
1996	21.9	35.9	34.1	8.2
1994	15.7	33.6	40.2	10.5
Naval Reserve				
1998	15.1	29.0	37.5	18.5
1996	10.9	30.8	37.9	20.4
1994	10.0	29.3	47.3	13.4
Air Force Reserve				
1998	9.7	20.1	51.4	18.8
1996	7.0	32.6	44.2	16.3
1994	6.7	23.3	44.4	25.6
Air National Guard				
1998	3.0	15.7	35.3	46.0
1996	3.2	12.8	41.1	42.9
1994	1.4	15.9	38.3	44.4

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)



Table D-27. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.05	p < 0.01
Navy	p < 0.05	n.s.	n.s.
Marine Corps	p < 0.01	p < 0.01	p < 0.01
Air Force	p < 0.05	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	n.s.
Total Reserve and Guard	N/A	p < 0.05	p < 0.01
Army Reserve	p < 0.01	n.s.	p < 0.01
Army National Guard	p < 0.01	n.s.	p < 0.01
Naval Reserve	p < 0.01	n.s.	p < 0.01
Air Force Reserve	p < 0.01	p < 0.01	p < 0.05
Air National Guard	p < 0.01	p < 0.05	n.s.

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-28.*****Frequency of Sexual Misconduct (percentage) - Question 28***

	Frequently	Occasionally	Seldom	Never
Total Active DoD				
1998	5.4	15.3	43.3	36.0
1996	3.4	14.3	48.0	34.2
1994	2.8	15.2	48.0	34.0
Army				
1998	7.3	19.4	44.0	29.2
1996	5.5	17.7	47.4	29.3
1994	3.5	19.7	48.4	28.4
Navy				
1998	2.9	13.1	40.0	44.0
1996	2.0	14.3	52.5	31.2
1994	2.6	12.7	46.4	38.3
Marine Corps				
1998	5.3	11.5	39.3	44.0
1996	1.7	9.0	42.2	47.1
1994	2.2	8.6	42.5	46.7
Air Force				
1998	2.0	10.1	53.8	34.1
1996	0.6	8.6	52.3	38.5
1994	1.4	14.1	59.5	25.1
Coast Guard <sup>a</sup>				
1998	0.0	3.9	19.7	76.4
1996	0.0	5.1	20.2	74.7
1994	1.4	4.1	34.2	60.3
Total Reserve and Guard				
1998	3.3	12.0	44.6	40.2
1996	2.4	13.1	45.8	38.7
1994	1.7	10.2	48.9	39.2
Army Reserve				
1998	7.9	19.5	48.9	23.7
1996	4.0	22.3	54.7	19.0
1994	4.0	19.5	58.6	17.9
Army National Guard				
1998	1.7	10.6	47.2	40.5
1996	2.6	10.9	45.0	41.5
1994	0.7	6.9	48.6	43.9
Naval Reserve				
1998	1.5	7.3	36.3	54.8
1996	0.5	9.5	44.2	45.8
1994	1.7	8.0	47.6	42.7
Air Force Reserve				
1998	3.5	9.1	42.0	45.5
1996	1.2	11.6	54.7	32.6
1994	3.3	12.1	45.1	39.6
Air National Guard				
1998	0.4	3.4	20.4	75.7
1996	0.0	3.2	18.6	78.3
1994	0.5	4.2	19.6	75.7

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-28. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	$p < 0.01$
Army	$p < 0.01$	n.s.	$p < 0.01$
Navy	$p < 0.01$	$p < 0.01$	n.s.
Marine Corps	$p < 0.01$	$p < 0.01$	$p < 0.05$
Air Force	$p < 0.01$	$p < 0.05$	$p < 0.01$
Coast Guard	$p < 0.01$	n.s.	$p < 0.01$
Total Reserve and Guard	N/A	n.s.	$p < 0.01$
Army Reserve	$p < 0.01$	$p < 0.01$	$p < 0.01$
Army National Guard	$p < 0.01$	n.s.	$p < 0.05$
Naval Reserve	$p < 0.01$	$p < 0.01$	$p < 0.01$
Air Force Reserve	n.s.	$p < 0.01$	n.s.
Air National Guard	$p < 0.01$	n.s.	n.s.

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-29.**

***Recruiting Females Became More Difficult Since Media Coverage of Military Sex Scandals 2 Years Ago (percentage) – Question 26h (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	34.3	20.5	45.2
Army	p < 0.01	46.0	17.7	36.3
Navy	p < 0.01	26.1	21.3	52.5
Marine Corps	p < 0.01	23.1	26.1	50.8
Air Force	p < 0.01	21.4	19.4	59.2
Coast Guard <sup>a</sup>	p < 0.01	39.2	34.4	26.4
Total Reserve and Guard	N/A	35.3	21.2	43.4
Army Reserve	n.s.	33.6	21.7	44.6
Army National Guard	p < 0.01	41.4	21.1	37.5
Naval Reserve	p < 0.01	21.3	29.5	49.2
Air Force Reserve	p < 0.01	23.8	16.1	60.1
Air National Guard	p < 0.01	20.9	12.8	66.2

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-30.**

**Median Dollars Not Reimbursed for Medical/Dental Care and Official Duties; and Median Dollars Spent on Housing Costs Above the BAH (dollars) – Questions 44, 45 & 46**

	Medical/Dental (yearly)	Official Duties (monthly)	Housing (monthly)
Total Active DoD			
1998	400.00	50.00	250.00
1996	275.00	40.00	200.00
1994	300.00	35.00	200.00
Army			
1998	400.00	55.00	250.00
1996	300.00	50.00	200.00
1994	300.00	40.00	190.00
Navy			
1998	350.00	50.00	250.00
1996	300.00	30.00	230.00
1994	250.00	25.00	200.00
Marine Corps			
1998	350.00	75.00	250.00
1996	200.00	40.00	200.00
1994	300.00	40.00	200.00
Air Force			
1998	350.00	35.00	250.00
1996	300.00	25.00	226.00
1994	400.00	25.00	200.00
Coast Guard <sup>a</sup>			
1998	200.00	25.00	245.00
1996	300.00	25.00	200.00
1994	300.00	20.00	200.00
Total Reserve and Guard			
1998	500.00	50.00	300.00
1996	400.00	40.00	300.00
1994	400.00	30.00	300.00
Army Reserve			
1998	400.00	65.00	300.00
1996	363.50	50.00	250.00
1994	362.50	50.00	250.00
Army National Guard			
1998	500.00	60.00	300.00
1996	500.00	50.00	300.00
1994	500.00	45.00	300.00
Naval Reserve			
1998	400.00	50.00	300.00
1996	200.00	20.00	300.00
1994	300.00	20.00	300.00
Air Force Reserve			
1998	300.00	20.00	200.00
1996	300.00	30.00	250.00
1994	400.00	25.00	250.00
Air National Guard			
1998	500.00	50.00	340.00
1996	300.00	25.00	300.00
1994	400.00	25.00	310.00

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

**Table D-31.**

*Change in Amount of Paperwork Required to Be Reimbursed for Recruiting Expenses (percentage) - Question 61i (recoded)*

	Greater	Same	Less
Total Active DoD			
1998	33.2	63.9	2.9
1996	20.1	75.8	4.1
Army			
1998	32.8	64.6	2.6
1996	19.6	75.6	4.8
Navy			
1998	33.5	63.0	3.5
1996	19.5	78.1	2.3
Marine Corps			
1998	37.9	59.5	2.6
1996	23.3	72.6	4.2
Air Force			
1998	24.3	71.6	4.1
1996	17.2	77.1	5.7
Coast Guard <sup>a</sup>			
1998	15.1	81.7	3.2
1996	21.6	73.2	5.2
Total Reserve and Guard			
1998	33.1	64.7	2.3
1996	29.0	67.4	3.6
Army Reserve			
1998	24.2	73.9	1.8
1996	21.2	73.1	5.7
Army National Guard			
1998	39.3	58.6	2.1
1996	35.2	61.8	3.0
Naval Reserve			
1998	32.9	63.1	4.0
1996	25.2	70.6	4.2
Air Force Reserve			
1998	24.1	72.3	3.5
1996	26.7	68.6	4.7
Air National Guard			
1998	23.1	74.7	2.2
1996	16.9	83.1	0.0

Table D-31. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	N/A
Army	n.s.	$p < 0.01$	N/A
Navy	n.s.	$p < 0.01$	N/A
Marine Corps	$p < 0.05$	$p < 0.01$	N/A
Air Force	$p < 0.01$	$p < 0.01$	N/A
Coast Guard	$p < 0.01$	$p < 0.01$	N/A
Total Reserve and Guard	N/A	$p < 0.01$	N/A
Army Reserve	$p < 0.01$	$p < 0.01$	N/A
Army National Guard	$p < 0.01$	n.s.	N/A
Naval Reserve	n.s.	$p < 0.05$	N/A
Air Force Reserve	$p < 0.01$	n.s.	N/A
Air National Guard	$p < 0.01$	$p < 0.01$	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-32.*****Change in Amount of Money Recruiters Paid for Medical Expenses (percentage)******– Question 61j (recoded)***

	Greater	Same	Less
Total Active DoD			
1998	42.3	51.5	6.2
1996	31.7	61.8	6.5
Army			
1998	47.1	45.8	7.1
1996	34.9	57.9	7.3
Navy			
1998	37.4	57.0	5.7
1996	32.2	61.9	5.9
Marine Corps			
1998	36.6	58.6	4.9
1996	24.2	69.6	6.1
Air Force			
1998	41.9	51.9	6.2
1996	31.4	64.0	4.7
Coast Guard <sup>a</sup>			
1998	19.8	77.8	2.4
1996	20.4	70.4	9.2
Total Reserve and Guard			
1998	44.2	48.5	7.3
1996	37.6	53.2	9.3
Army Reserve			
1998	44.5	48.6	6.9
1996	36.6	52.4	11.1
Army National Guard			
1998	44.2	48.3	7.5
1996	39.0	53.3	7.7
Naval Reserve			
1998	42.7	50.4	6.9
1996	34.0	53.6	12.4
Air Force Reserve			
1998	53.6	40.7	5.7
1996	44.2	41.9	14.0
Air National Guard			
1998	38.6	53.1	8.3
1996	33.6	59.5	6.8



Table D-32. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	N/A
Army	$p < 0.01$	$p < 0.01$	N/A
Navy	$p < 0.01$	n.s.	N/A
Marine Corps	$p < 0.01$	$p < 0.01$	N/A
Air Force	n.s.	$p < 0.01$	N/A
Coast Guard	$p < 0.01$	$p < 0.01$	N/A
Total Reserve and Guard	N/A	$p < 0.01$	N/A
Army Reserve	n.s.	$p < 0.01$	N/A
Army National Guard	n.s.	n.s.	N/A
Naval Reserve	n.s.	$p < 0.01$	N/A
Air Force Reserve	$p < 0.01$	$p < 0.01$	N/A
Air National Guard	$p < 0.05$	$p < 0.05$	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



**Table D-33.*****Amount Spent Monthly to Park POV at Work (percentage) – Question 47***

	Significance <sup>b</sup>	Free Parking	\$1- \$50	\$51- \$150	\$151- \$250	>\$250
Total Active DoD	N/A	91.5	6.0	2.2	0.3	0.1
Army	n.s.	91.7	5.4	2.5	0.3	0.1
Navy	n.s.	92.3	5.5	1.5	0.5	0.2
Marine Corps	p < 0.01	89.7	7.9	2.4	0.0	0.0
Air Force	n.s.	93.4	4.8	1.7	0.2	0.0
Coast Guard <sup>a</sup>	p < 0.01	86.7	8.3	5.0	0.0	0.0
Total Reserve and Guard	N/A	94.1	4.5	1.4	0.1	0.0
Army Reserve	p < 0.01	90.1	7.4	2.2	0.3	0.0
Army National Guard	n.s.	94.7	4.0	1.2	0.0	0.0
Naval Reserve	n.s.	96.1	2.7	1.2	0.0	0.0
Air Force Reserve	p < 0.01	98.6	0.0	1.4	0.0	0.0
Air National Guard	p < 0.01	97.8	2.2	0.0	0.0	0.0

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-34.*****Quality of Current Living Conditions Compared With Base Housing (percentage)***  
***– Question 16a***

	Better	Same	Worse
Total Active DoD			
1998	44.3	30.5	25.2
1996	43.2	36.0	20.8
1994	44.5	36.4	19.1
Army			
1998	38.2	33.4	28.3
1996	36.0	39.7	24.3
1994	33.8	42.4	23.8
Navy			
1998	51.9	29.8	18.3
1996	59.6	27.9	12.5
1994	60.4	28.2	11.4
Marine Corps			
1998	48.4	27.4	24.2
1996	40.1	37.3	22.5
1994	46.3	36.4	17.3
Air Force			
1998	50.1	26.1	23.7
1996	47.7	33.3	18.9
1994	44.5	32.8	22.7
Coast Guard <sup>a</sup>			
1998	71.2	18.2	10.6
1996	73.4	21.5	5.1
1994	78.7	19.7	1.6
Total Reserve and Guard			
1998	66.9	20.7	12.4
1996	71.3	21.5	7.2
1994	70.4	23.4	6.2
Army Reserve			
1998	61.1	24.2	14.8
1996	65.8	23.6	10.6
1994	62.3	28.1	9.5
Army National Guard			
1998	69.7	20.0	10.3
1996	75.5	19.3	5.2
1994	73.9	21.6	4.6
Naval Reserve			
1998	75.0	13.1	11.9
1996	68.9	25.8	5.2
1994	71.4	22.2	6.5
Air Force Reserve			
1998	61.1	22.2	16.7
1996	45.9	37.7	16.4
1994	67.2	22.4	10.4
Air National Guard			
1998	70.5	16.4	13.1
1996	78.2	12.9	8.9
1994	76.8	20.3	2.9

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-34. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	$p < 0.01$
Army	$p < 0.01$	$p < 0.05$	$p < 0.01$
Navy	$p < 0.01$	$p < 0.05$	$p < 0.01$
Marine Corps	n.s.	$p < 0.01$	$p < 0.01$
Air Force	$p < 0.05$	$p < 0.05$	$p < 0.05$
Coast Guard	$p < 0.01$	$p < 0.05$	$p < 0.01$
Total Reserve and Guard	N/A	$p < 0.01$	$p < 0.01$
Army Reserve	n.s.	n.s.	n.s.
Army National Guard	n.s.	n.s.	$p < 0.05$
Naval Reserve	$p < 0.05$	$p < 0.01$	$p < 0.01$
Air Force Reserve	n.s.	$p < 0.01$	n.s.
Air National Guard	n.s.	n.s.	$p < 0.01$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-35.*****Cost of Current Living Conditions Compared With Base Housing (percentage) – Question 16b***

	More	Same	Less
Total Active DoD			
1998	67.0	16.3	16.7
1996	81.0	14.5	4.5
1994	78.9	16.6	4.5
Army			
1998	65.5	14.4	20.1
1996	82.1	15.1	2.8
1994	79.9	15.9	4.2
Navy			
1998	63.0	17.3	19.8
1996	79.4	15.7	4.9
1994	73.4	20.3	6.3
Marine Corps			
1998	67.2	19.9	12.9
1996	79.9	11.9	8.2
1994	79.9	15.5	4.7
Air Force			
1998	77.6	15.3	7.1
1996	82.2	14.5	3.3
1994	87.3	11.6	1.0
Coast Guard <sup>a</sup>			
1998	87.7	9.2	3.1
1996	78.9	15.8	5.3
1994	75.4	21.1	3.5
Total Reserve and Guard			
1998	73.9	13.6	12.5
1996	81.0	13.9	5.1
1994	81.5	15.4	3.2
Army Reserve			
1998	73.6	10.1	16.2
1996	81.0	13.8	5.2
1994	81.0	14.8	4.3
Army National Guard			
1998	73.9	15.8	10.3
1996	79.3	15.0	5.7
1994	80.5	17.0	2.5
Naval Reserve			
1998	81.7	9.8	8.5
1996	85.3	11.6	3.1
1994	85.3	11.1	3.6
Air Force Reserve			
1998	56.4	30.9	12.7
1996	85.0	11.7	3.3
1994	79.7	15.6	4.7
Air National Guard			
1998	80.3	4.9	14.8
1996	83.6	11.5	4.9
1994	84.6	13.0	2.4

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-35. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	$p < 0.01$
Army	$p < 0.01$	$p < 0.01$	$p < 0.01$
Navy	n.s.	$p < 0.01$	$p < 0.01$
Marine Corps	$p < 0.05$	$p < 0.01$	$p < 0.01$
Air Force	$p < 0.01$	$p < 0.05$	$p < 0.01$
Coast Guard	$p < 0.01$	$p < 0.05$	$p < 0.01$
Total Reserve and Guard	N/A	$p < 0.01$	$p < 0.01$
Army Reserve	n.s.	$p < 0.01$	$p < 0.01$
Army National Guard	n.s.	n.s.	$p < 0.01$
Naval Reserve	n.s.	n.s.	n.s.
Air Force Reserve	$p < 0.01$	$p < 0.01$	$p < 0.01$
Air National Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-36.*****Type of Medical Treatment Facility Recruiter Used (percentage) – Question 49a***

	Significance <sup>b</sup>	Military clinic or hospital	Off-base DoD contracted clinic	Civilian clinic or doctor	Other type of treatment facility
Total Active DoD	N/A	55.6	8.6	31.9	3.9
Army	n.s.	54.8	7.8	33.0	4.4
Navy	p < 0.01	52.9	10.7	34.1	2.3
Marine Corps	p < 0.05	57.3	10.4	27.6	4.7
Air Force	p < 0.01	60.3	4.9	32.6	2.2
Coast Guard <sup>a</sup>	p < 0.01	69.6	9.6	20.8	0.0
Total Reserve and Guard	N/A	56.1	6.6	33.0	4.2
Army Reserve	n.s.	59.3	5.5	29.8	5.5
Army National Guard	p < 0.01	52.1	5.8	39.0	3.1
Naval Reserve	p < 0.01	56.1	13.7	22.4	7.8
Air Force Reserve	p < 0.01	82.5	3.5	10.5	3.5
Air National Guard	p < 0.05	57.5	9.9	28.3	4.3

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



**Table D-37.*****Type of Medical Treatment Facility Family Members Used (percentages) – Question 49b***

	Significance <sup>b</sup>	Military clinic or hospital	Off-base DoD contracted clinic	Civilian clinic or doctor	Other type of treatment facility
Total Active DoD	N/A	28.0	19.0	49.2	3.7
Army	p < 0.01	29.4	16.2	50.3	4.2
Navy	p < 0.05	24.6	21.1	51.9	2.4
Marine Corps	p < 0.01	25.6	27.7	42.5	4.2
Air Force	p < 0.01	32.6	10.4	54.1	2.9
Coast Guard <sup>a</sup>	n.s.	32.4	15.3	48.6	3.6
Total Reserve and Guard	N/A	22.4	14.4	59.5	3.6
Army Reserve	n.s.	26.4	14.2	55.9	3.4
Army National Guard	p < 0.01	17.5	15.1	64.0	3.4
Naval Reserve	n.s.	25.4	12.1	58.5	4.0
Air Force Reserve	p < 0.01	51.6	17.2	27.3	3.9
Air National Guard	p < 0.01	20.9	11.2	61.7	6.3

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-38.*****Usual Time It Took Recruiter to Travel to Medical Treatment Facility (percentage)******- Question 50a***

	Significance <sup>b</sup>	< 15 min	15-30 min	30 min < 1 hr	1 hr < 2 hrs	2+ hrs
Total Active DoD	N/A	27.4	35.2	22.0	12.5	2.9
Army	n.s.	28.5	34.7	22.2	11.7	2.9
Navy	n.s.	25.7	36.8	22.2	13.4	1.9
Marine Corps	n.s.	25.5	36.7	24.2	11.6	1.9
Air Force	p < 0.01	29.3	31.9	15.8	16.0	7.0
Coast Guard <sup>a</sup>	p < 0.05	23.2	40.0	24.8	9.6	2.4
Total Reserve and Guard	N/A	21.3	36.7	22.5	14.1	5.3
Army Reserve	p < 0.01	23.0	38.3	24.6	10.9	3.2
Army National Guard	p < 0.01	19.3	35.7	21.8	16.4	6.8
Naval Reserve	p < 0.05	22.6	39.9	22.6	11.9	2.9
Air Force Reserve	p < 0.01	38.8	29.5	12.9	12.9	5.8
Air National Guard	p < 0.05	16.7	39.6	26.6	12.2	5.0

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-39.*****Usual Time It Took Family Members to Travel to Medical Treatment Facility (percentage)******- Question 50b***

	Significance <sup>b</sup>	< 15 min	15-30 min	30 min < 1 hr	1 hr < 2 hrs	2+ hrs
Total Active DoD	N/A	29.4	43.4	18.9	6.8	1.5
Army	n.s.	30.3	41.8	18.3	8.1	1.5
Navy	n.s.	29.1	43.4	19.2	6.4	1.9
Marine Corps	p < 0.01	25.9	48.2	20.5	4.2	1.2
Air Force	n.s.	32.9	40.1	18.2	6.9	1.8
Coast Guard <sup>a</sup>	p < 0.05	33.6	45.5	14.5	4.5	1.8
Total Reserve and Guard	N/A	26.6	46.6	20.6	5.5	0.7
Army Reserve	n.s.	26.1	47.0	21.2	4.9	0.7
Army National Guard	n.s.	26.2	47.7	19.6	5.7	0.8
Naval Reserve	p < 0.05	22.0	44.4	26.2	7.0	0.5
Air Force Reserve	p < 0.01	43.0	36.7	14.8	4.7	0.8
Air National Guard	p < 0.05	25.0	46.4	24.0	4.6	0.0

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



**Table D-40.**

***Recruiter or Family Covered by TRICARE (percentage) – Question 51a***

	Significance <sup>b</sup>	Yes	No
Total Active DoD	N/A	89.1	10.9
Army	n.s.	89.4	10.6
Navy	n.s.	87.5	12.5
Marine Corps	n.s.	88.8	11.2
Air Force	n.s.	90.6	9.4
Coast Guard <sup>a</sup>	p < 0.01	95.3	4.7
Total Reserve and Guard	N/A	87.0	13.0
Army Reserve	n.s.	86.6	13.4
Army National Guard	n.s.	87.2	12.8
Naval Reserve	n.s.	87.3	12.7
Air Force Reserve	n.s.	89.6	10.4
Air National Guard	n.s.	84.3	15.7

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-41.**

***Recruiter or Family Covered by TRICARE Supplemental Insurance (percentage)***  
***– Question 51b***

	Significance <sup>b</sup>	Yes	No
Total Active DoD	N/A	22.9	77.1
Army	n.s.	22.5	77.5
Navy	n.s.	23.7	76.3
Marine Corps	n.s.	25.9	74.1
Air Force	p < 0.01	17.4	82.6
Coast Guard <sup>a</sup>	p < 0.01	11.2	88.8
Total Reserve and Guard	N/A	15.8	84.2
Army Reserve	n.s.	15.4	84.6
Army National Guard	n.s.	15.6	84.4
Naval Reserve	n.s.	17.1	82.9
Air Force Reserve	n.s.	15.6	84.4
Air National Guard	n.s.	16.2	83.8

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-42.*****Recruiter or Family Covered by Private Medical Insurance or HMO (percentage)******- Question 51c***

	Significance <sup>b</sup>	Yes	No
Total Active DoD	N/A	12.6	87.4
Army	n.s.	12.2	87.8
Navy	n.s.	12.3	87.7
Marine Corps	n.s.	14.4	85.6
Air Force	n.s.	11.2	88.8
Coast Guard <sup>a</sup>	n.s.	11.2	88.8
Total Reserve and Guard	N/A	20.2	79.8
Army Reserve	$p < 0.01$	14.0	86.0
Army National Guard	n.s.	21.6	78.4
Naval Reserve	n.s.	23.2	76.8
Air Force Reserve	$p < 0.01$	11.5	88.5
Air National Guard	$p < 0.01$	34.3	65.7

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-43.*****Percentage of High Schools Providing Access to Student Directories (percentage)******– Question 56***

	0-20%	21-40%	41-60%	61-80%	81-100%
Total Active DoD					
1998	28.2	11.4	16.0	21.2	23.1
1996	30.2	13.2	15.4	17.1	24.0
Army					
1998	30.6	11.0	14.3	19.5	24.5
1996	33.6	12.2	15.1	15.7	23.3
Navy					
1998	23.6	13.1	14.1	26.3	22.8
1996	30.3	16.7	15.7	15.9	21.5
Marine Corps					
1998	26.0	10.4	20.1	22.2	21.3
1996	23.7	9.6	15.2	19.4	32.1
Air Force					
1998	29.7	13.3	18.2	18.2	20.7
1996	25.9	17.6	16.6	24.0	16.0
Coast Guard <sup>a</sup>					
1998	37.5	10.6	19.2	19.2	13.5
1996	45.2	11.3	21.0	9.7	12.9
Total Reserve and Guard					
1998	32.8	15.4	13.9	16.3	21.7
1996	36.0	13.2	15.6	15.9	19.4
Army Reserve					
1998	25.2	17.2	11.4	21.4	24.8
1996	30.1	12.0	15.9	22.1	19.9
Army National Guard					
1998	34.8	14.0	14.8	14.0	22.4
1996	36.1	12.3	16.1	14.1	21.4
Naval Reserve					
1998	50.0	21.4	7.1	14.3	7.1
1996	44.0	20.0	20.0	12.0	4.0
Air Force Reserve					
1998	37.9	18.4	17.2	12.6	13.8
1996	52.7	16.4	10.9	9.1	10.9
Air National Guard					
1998	41.3	17.3	15.3	17.9	8.2
1996	52.4	22.5	10.2	8.0	7.0



Table D-43. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	N/A
Army	$p < 0.01$	n.s.	N/A
Navy	$p < 0.01$	$p < 0.01$	N/A
Marine Corps	n.s.	$p < 0.01$	N/A
Air Force	n.s.	$p < 0.01$	N/A
Coast Guard	$p < 0.01$	$p < 0.01$	N/A
Total Reserve and Guard	N/A	n.s.	N/A
Army Reserve	$p < 0.01$	$p < 0.01$	N/A
Army National Guard	$p < 0.01$	n.s.	N/A
Naval Reserve	n.s.	n.s.	N/A
Air Force Reserve	$p < 0.05$	$p < 0.05$	N/A
Air National Guard	$p < 0.01$	$p < 0.01$	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-44.*****Percentage of High Schools Providing Access to Students (percentage) – Question 57***

	0-20%	21-40%	41-60%	61-80%	81-100%
Total Active DoD					
1998	14.0	12.7	18.7	25.3	29.3
1996	13.6	16.3	20.6	23.4	26.1
Army					
1998	16.9	12.7	17.8	23.8	28.8
1996	15.9	16.1	21.2	21.4	25.3
Navy					
1998	10.3	12.3	19.5	28.4	29.6
1996	15.0	20.2	18.4	23.0	23.2
Marine Corps					
1998	11.8	13.2	19.6	25.9	29.5
1996	8.6	12.0	21.7	26.7	30.9
Air Force					
1998	10.5	12.5	19.8	26.1	31.2
1996	7.6	15.5	20.3	28.5	28.2
Coast Guard <sup>a</sup>					
1998	7.5	10.8	22.5	20.0	39.2
1996	9.1	17.0	20.5	18.2	35.2
Total Reserve and Guard					
1998	15.2	13.1	17.9	23.2	30.7
1996	14.6	16.9	17.9	22.8	27.7
Army Reserve					
1998	13.4	14.4	18.9	26.1	27.1
1996	14.2	18.1	19.8	24.2	23.7
Army National Guard					
1998	15.7	12.3	16.8	21.8	33.5
1996	14.0	15.7	16.9	22.1	31.3
Naval Reserve					
1998	42.9	14.3	28.6	7.1	7.1
1996	23.1	26.9	23.1	19.2	7.7
Air Force Reserve					
1998	18.4	10.3	21.8	23.0	26.4
1996	23.2	16.1	21.4	12.5	26.8
Air National Guard					
1998	14.4	15.8	20.6	24.9	24.4
1996	16.7	19.5	16.2	27.1	20.5

Table D-44. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	N/A
Army	$p < 0.01$	$p < 0.05$	N/A
Navy	$p < 0.05$	$p < 0.01$	N/A
Marine Corps	n.s.	n.s.	N/A
Air Force	n.s.	n.s.	N/A
Coast Guard	$p < 0.01$	n.s.	N/A
Total Reserve and Guard	N/A	$p < 0.05$	N/A
Army Reserve	n.s.	n.s.	N/A
Army National Guard	$p < 0.05$	n.s.	N/A
Naval Reserve	$p < 0.01$	n.s.	N/A
Air Force Reserve	n.s.	$p < 0.05$	N/A
Air National Guard	$p < 0.05$	$p < 0.05$	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-45.*****Percentage of High Schools Seniors' Names Obtained From All Lead Sources (percentage)******– Question 58***

	0-20%	21-40%	41-60%	61-80%	81-100%
Total Active DoD					
1998	13.4	13.2	14.3	26.7	32.4
1996	10.4	13.7	14.7	26.6	34.6
Army					
1998	14.3	11.4	12.2	24.1	38.0
1996	11.2	12.8	13.0	24.4	38.6
Navy					
1998	12.9	16.0	16.2	26.5	28.5
1996	12.5	18.1	18.3	25.4	25.8
Marine Corps					
1998	11.4	13.0	14.5	32.7	28.4
1996	6.1	9.7	12.5	31.2	40.4
Air Force					
1998	14.9	18.1	21.8	26.1	19.0
1996	9.8	15.2	19.0	31.7	24.1
Coast Guard <sup>a</sup>					
1998	20.4	16.8	22.1	28.3	12.4
1996	21.2	22.4	24.7	21.2	10.6
Total Reserve and Guard					
1998	17.3	17.9	18.2	21.8	24.8
1996	15.9	19.5	18.0	21.6	24.9
Army Reserve					
1998	10.4	15.6	15.2	23.9	34.9
1996	8.3	13.0	16.9	27.2	34.6
Army National Guard					
1998	18.2	18.8	19.5	21.5	21.9
1996	16.6	21.6	18.0	20.4	23.5
Naval Reserve					
1998	27.8	11.1	5.6	5.6	50.0
1996	25.9	14.8	37.0	7.4	14.8
Air Force Reserve					
1998	40.0	12.9	18.8	17.6	10.6
1996	41.8	16.4	16.4	20.0	5.5
Air National Guard					
1998	24.4	22.4	19.0	20.0	14.1
1996	29.8	30.2	18.0	14.1	7.8

Table D-45. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.05$	N/A
Army	$p < 0.01$	n.s.	N/A
Navy	n.s.	n.s.	N/A
Marine Corps	$p < 0.01$	$p < 0.01$	N/A
Air Force	$p < 0.01$	$p < 0.01$	N/A
Coast Guard	$p < 0.01$	n.s.	N/A
Total Reserve and Guard	N/A	n.s.	N/A
Army Reserve	$p < 0.01$	n.s.	N/A
Army National Guard	$p < 0.01$	n.s.	N/A
Naval Reserve	$p < 0.01$	$p < 0.01$	N/A
Air Force Reserve	$p < 0.01$	n.s.	N/A
Air National Guard	$p < 0.01$	$p < 0.01$	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



**Table D-46.*****Opinion of Using Civilian Contractors for Telemarketing Potential Recruits (percentage)***  
***– Question 63***

	Significance <sup>b</sup>	Try on Experimental Basis Only	Adopt as soon as possible	Should not be adopted	Need more information
Total Active DoD	N/A	43.4	26.6	16.5	13.5
Army	p < 0.01	44.4	32.9	9.9	12.8
Navy	p < 0.05	47.9	24.5	15.9	11.7
Marine Corps	p < 0.01	37.2	14.0	31.5	17.3
Air Force	p < 0.01	45.0	30.6	13.4	11.0
Coast Guard <sup>a</sup>	p < 0.01	39.7	15.1	25.4	19.8
Total Reserve and Guard	N/A	46.0	17.6	19.9	16.4
Army Reserve	p < 0.01	50.3	26.8	9.5	13.4
Army National Guard	p < 0.01	45.9	14.2	23.6	16.3
Naval Reserve	p < 0.01	39.9	19.8	18.6	21.7
Air Force Reserve	p < 0.01	40.8	12.7	31.0	15.5
Air National Guard	p < 0.01	42.9	9.9	24.9	22.3

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-47.*****Change in Incentive Packages Recruiter Could Discuss (percentage)******– Question 61c (recoded)***

	Greater	Same	Less
Total Active DoD			
1998	62.6	31.1	6.3
1996	29.8	59.0	11.1
1994	22.5	50.5	26.9
Army			
1998	76.1	20.8	3.1
1996	33.1	59.0	7.8
1994	25.1	53.2	21.8
Navy			
1998	56.1	36.1	7.7
1996	31.6	55.1	13.3
1994	26.4	50.0	23.6
Marine Corps			
1998	42.7	48.4	8.9
1996	26.1	58.6	15.3
1994	19.0	44.5	36.4
Air Force			
1998	57.6	30.0	12.4
1996	15.2	72.2	12.6
1994	5.8	50.4	43.8
Coast Guard <sup>a</sup>			
1998	80.0	17.6	2.4
1996	21.2	47.5	31.3
1994	5.6	23.6	70.8
Total Reserve and Guard			
1998	46.2	30.2	23.6
1996	32.8	32.0	35.2
1994	8.5	21.3	70.2
Army Reserve			
1998	59.3	30.0	10.7
1996	32.3	38.7	29.0
1994	17.2	43.7	39.1
Army National Guard			
1998	46.7	27.4	26.0
1996	34.6	26.9	38.5
1994	4.6	6.8	88.6
Naval Reserve			
1998	12.9	34.9	52.2
1996	20.9	33.3	45.8
1994	3.8	22.9	73.3
Air Force Reserve			
1998	29.8	50.4	19.9
1996	22.1	53.5	24.4
1994	12.6	55.2	32.2
Air National Guard			
1998	50.2	32.6	17.2
1996	46.6	36.7	16.7
1994	13.2	34.4	52.4



Table D-47. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	$p < 0.01$
Army	$p < 0.01$	$p < 0.01$	$p < 0.01$
Navy	$p < 0.01$	$p < 0.01$	$p < 0.01$
Marine Corps	$p < 0.01$	$p < 0.01$	$p < 0.01$
Air Force	$p < 0.01$	$p < 0.01$	$p < 0.01$
Coast Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$
Total Reserve and Guard	N/A	$p < 0.01$	$p < 0.01$
Army Reserve	$p < 0.01$	$p < 0.01$	$p < 0.01$
Army National Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$
Naval Reserve	$p < 0.01$	$p < 0.01$	$p < 0.01$
Air Force Reserve	$p < 0.01$	n.s.	$p < 0.01$
Air National Guard	$p < 0.01$	n.s.	$p < 0.01$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-48.*****Change in Overseas Assignment Opportunities Recruiter Could Discuss (percentage)***  
***- Question 61d (recoded)***

	Greater	Same	Less
Total Active DoD			
1998	17.7	65.8	16.5
1996	7.7	69.1	23.2
1994	7.1	57.9	35.1
Army			
1998	19.1	60.3	20.6
1996	7.5	59.3	33.2
1994	5.6	44.5	49.9
Navy			
1998	18.7	67.6	13.8
1996	7.0	77.8	15.1
1994	8.1	68.5	23.4
Marine Corps			
1998	16.5	78.2	5.3
1996	10.2	81.7	8.1
1994	10.8	79.0	10.2
Air Force			
1998	12.4	60.1	27.5
1996	4.9	65.5	29.6
1994	4.5	49.2	46.4
Coast Guard <sup>a</sup>			
1998	1.6	78.4	20.0
1996	4.1	59.2	36.7
1994	4.3	57.1	38.6
Total Reserve and Guard			
1998	8.5	57.4	31.1
1996	4.3	58.9	36.8
1994	1.9	53.0	45.1
Army Reserve			
1998	9.7	67.4	22.9
1996	4.1	62.3	33.7
1994	1.8	59.0	39.1
Army National Guard			
1998	8.7	51.9	39.4
1996	3.4	57.2	39.3
1994	0.9	53.0	46.1
Naval Reserve			
1998	2.7	56.2	41.1
1996	3.5	57.9	38.6
1994	2.5	39.2	58.3
Air Force Reserve			
1998	7.6	63.6	28.8
1996	0.0	60.7	39.3
1994	2.5	55.6	42.0
Air National Guard			
1998	11.4	58.4	30.2
1996	15.0	61.0	24.0
1994	9.0	54.8	36.2

Table D-48. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	$p < 0.01$
Army	$p < 0.01$	$p < 0.01$	$p < 0.01$
Navy	n.s.	$p < 0.01$	$p < 0.01$
Marine Corps	$p < 0.01$	$p < 0.01$	$p < 0.01$
Air Force	$p < 0.01$	$p < 0.01$	$p < 0.01$
Coast Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$
Total Reserve and Guard	N/A	$p < 0.01$	$p < 0.01$
Army Reserve	$p < 0.01$	$p < 0.01$	$p < 0.01$
Army National Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$
Naval Reserve	$p < 0.01$	n.s.	$p < 0.01$
Air Force Reserve	n.s.	$p < 0.01$	$p < 0.01$
Air National Guard	$p < 0.05$	$p < 0.01$	$p < 0.05$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



**Table D-49.*****Had Access to Computer in Office or to Laptop for Recruiting Duty (percentage)******- Questions 64a1, 64a2 & 64c***

	Significance <sup>b</sup>	Yes	No
Total Active DoD	N/A	93.3	6.7
Army	$p < 0.01$	98.0	2.0
Navy	$p < 0.01$	99.5	0.5
Marine Corps	$p < 0.01$	76.5	23.5
Air Force	$p < 0.01$	99.6	0.4
Coast Guard <sup>a</sup>	$p < 0.01$	88.9	11.1
Total Reserve and Guard	N/A	98.3	1.7
Army Reserve	n.s.	97.9	2.1
Army National Guard	n.s.	98.0	2.0
Naval Reserve	$p < 0.05$	99.2	0.8
Air Force Reserve	n.s.	99.3	0.7
Air National Guard	$p < 0.01$	100.0	0.0

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-50.*****Had Access to the Internet (percentage) – Question 65a***

	Significance <sup>b</sup>	Office Only	Home Only	Both Office & Home	No Access
Total Active DoD	N/A	19.6	28.7	23.5	28.2
Army	p < 0.01	7.0	43.7	7.4	41.9
Navy	p < 0.01	36.5	7.8	45.8	10.0
Marine Corps	p < 0.01	26.7	23.1	25.9	24.3
Air Force	p < 0.01	30.1	11.4	49.9	8.6
Coast Guard <sup>a</sup>	p < 0.01	12.1	40.3	21.8	25.8
Total Reserve and Guard	N/A	17.6	27.4	24.6	30.5
Army Reserve	p < 0.01	5.2	43.3	8.2	43.3
Army National Guard	n.s.	18.8	25.6	24.1	31.5
Naval Reserve	p < 0.01	13.7	21.9	40.6	23.8
Air Force Reserve	p < 0.01	35.9	4.2	59.2	0.7
Air National Guard	p < 0.01	48.5	4.3	44.6	2.6

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-51.*****Of Recruiters Who Had Access to the Internet, Percent Who Used the Internet – Question 65b***

	Significance <sup>b</sup>	Office Only	Home Only	Both Office & Home	No Usage
Total Active DoD	N/A	19.9	42.8	27.0	10.3
Army	p < 0.01	7.0	74.5	9.3	9.1
Navy	p < 0.01	29.2	16.5	40.8	13.4
Marine Corps	p < 0.01	25.6	32.9	28.5	13.0
Air Force	p < 0.01	29.5	17.2	49.8	3.5
Coast Guard <sup>a</sup>	p < 0.01	10.8	63.4	22.6	3.2
Total Reserve and Guard	N/A	21.7	42.1	30.1	6.0
Army Reserve	p < 0.01	5.9	78.6	10.2	5.3
Army National Guard	p < 0.05	22.8	40.1	29.5	7.7
Naval Reserve	p < 0.01	12.8	34.9	47.2	5.1
Air Force Reserve	p < 0.01	35.5	5.7	56.0	2.8
Air National Guard	p < 0.01	51.5	5.7	41.0	1.8

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-52.*****Recruiter's Office Presented a Professional Environment (percentage)******- Question 52a (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	76.7	9.3	14.0
1996	76.1	10.7	13.3
Army			
1998	74.1	10.6	15.3
1996	70.8	12.6	16.7
Navy			
1998	82.0	7.6	10.4
1996	79.3	10.8	9.9
Marine Corps			
1998	78.1	8.5	13.4
1996	82.1	7.4	10.5
Air Force			
1998	75.6	7.9	16.5
1996	80.5	7.8	11.8
Coast Guard <sup>a</sup>			
1998	91.3	5.6	3.2
1996	93.9	2.0	4.1
Total Reserve and Guard			
1998	68.5	10.7	20.8
1996	69.7	12.6	17.7
Army Reserve			
1998	68.5	11.2	20.3
1996	64.5	15.2	20.4
Army National Guard			
1998	64.8	11.9	23.3
1996	67.6	13.8	18.6
Naval Reserve			
1998	74.6	8.2	17.2
1996	79.3	7.4	13.3
Air Force Reserve			
1998	82.3	6.4	11.3
1996	86.0	4.7	9.3
Air National Guard			
1998	79.0	6.0	15.0
1996	80.5	6.8	12.7



Table D-52. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	n.s.	N/A
Army	$p < 0.01$	n.s.	N/A
Navy	$p < 0.01$	n.s.	N/A
Marine Corps	n.s.	n.s.	N/A
Air Force	n.s.	$p < 0.05$	N/A
Coast Guard	$p < 0.01$	$p < 0.05$	N/A
Total Reserve and Guard	N/A	$p < 0.05$	N/A
Army Reserve	n.s.	n.s.	N/A
Army National Guard	$p < 0.01$	n.s.	N/A
Naval Reserve	$p < 0.05$	n.s.	N/A
Air Force Reserve	$p < 0.01$	n.s.	N/A
Air National Guard	$p < 0.01$	n.s.	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-53.*****Recruiter's Office Presented a Pleasant Environment (percentage) – Question 52b (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	75.4	11.0	13.6
1996	71.4	14.4	14.2
Army			
1998	71.2	13.6	15.2
1996	65.6	17.0	17.4
Navy			
1998	83.2	6.6	10.2
1996	74.5	15.2	10.3
Marine Corps			
1998	78.5	9.7	11.8
1996	76.8	10.4	12.7
Air Force			
1998	74.0	9.8	16.2
1996	80.9	7.5	11.6
Coast Guard <sup>a</sup>			
1998	88.9	6.3	4.8
1996	93.9	3.1	3.1
Total Reserve and Guard			
1998	69.2	13.5	17.3
1996	67.5	15.8	16.7
Army Reserve			
1998	66.4	14.2	19.4
1996	60.9	18.0	21.1
Army National Guard			
1998	67.1	14.5	18.4
1996	66.1	17.3	16.5
Naval Reserve			
1998	73.0	12.5	14.5
1996	76.1	9.7	14.3
Air Force Reserve			
1998	83.6	7.1	9.3
1996	82.1	8.1	9.3
Air National Guard			
1998	81.9	8.2	9.9
1996	80.0	10.9	9.1

Table D-53. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	N/A
Army	p < 0.01	p < 0.01	N/A
Navy	p < 0.01	p < 0.01	N/A
Marine Corps	n.s.	n.s.	N/A
Air Force	n.s.	p < 0.01	N/A
Coast Guard	p < 0.01	p < 0.05	N/A
Total Reserve and Guard	N/A	n.s.	N/A
Army Reserve	n.s.	n.s.	N/A
Army National Guard	n.s.	n.s.	N/A
Naval Reserve	n.s.	n.s.	N/A
Air Force Reserve	p < 0.01	n.s.	N/A
Air National Guard	p < 0.01	n.s.	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-54.*****Recruiter's Office Was Conveniently Located and Accessible (percentage)******- Question 52c (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	59.8	10.4	29.8
1996	53.3	14.1	32.6
Army			
1998	54.7	10.7	34.5
1996	47.5	14.6	37.9
Navy			
1998	60.9	10.2	28.9
1996	56.9	15.3	27.8
Marine Corps			
1998	67.8	9.4	22.8
1996	61.0	11.9	27.1
Air Force			
1998	62.9	11.2	25.9
1996	55.3	13.3	31.4
Coast Guard <sup>a</sup>			
1998	60.3	16.7	23.0
1996	76.5	9.2	14.3
Total Reserve and Guard			
1998	59.7	11.2	29.1
1996	55.7	15.2	29.1
Army Reserve			
1998	52.6	11.2	36.2
1996	57.4	14.7	27.9
Army National Guard			
1998	61.4	10.5	28.1
1996	54.3	15.4	30.2
Naval Reserve			
1998	63.1	14.5	22.4
1996	58.4	14.3	27.4
Air Force Reserve			
1998	71.4	10.7	17.9
1996	64.0	15.1	20.9
Air National Guard			
1998	60.1	12.4	27.5
1996	51.1	17.6	31.2

Table D-54. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	N/A
Army	$p < 0.01$	$p < 0.01$	N/A
Navy	n.s.	$p < 0.01$	N/A
Marine Corps	$p < 0.01$	n.s.	N/A
Air Force	n.s.	$p < 0.05$	N/A
Coast Guard	$p < 0.01$	$p < 0.01$	N/A
Total Reserve and Guard	N/A	$p < 0.01$	N/A
Army Reserve	$p < 0.01$	$p < 0.01$	N/A
Army National Guard	n.s.	$p < 0.01$	N/A
Naval Reserve	$p < 0.01$	n.s.	N/A
Air Force Reserve	$p < 0.01$	n.s.	N/A
Air National Guard	n.s.	$p < 0.01$	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-55.**

*Some Recruiters Were Not Successful Because They Lacked Aptitude for Sales (percentage)*  
*– Question 60c (recoded)*

	Agree	Neutral	Disagree
Total Active DoD			
1998	78.6	10.0	11.4
1996	82.3	9.3	8.4
Army			
1998	79.0	10.4	10.6
1996	81.9	9.6	8.4
Navy			
1998	78.8	10.1	11.1
1996	85.8	7.5	6.6
Marine Corps			
1998	76.6	10.1	13.3
1996	79.3	11.1	9.5
Air Force			
1998	81.0	7.5	11.5
1996	81.2	8.3	10.5
Coast Guard <sup>a</sup>			
1998	70.4	17.6	12.0
1996	67.0	19.0	14.0
Total Reserve and Guard			
1998	76.5	13.1	10.4
1996	77.9	12.3	9.8
Army Reserve			
1998	74.2	13.7	12.2
1996	80.8	8.7	10.5
Army National Guard			
1998	78.8	12.7	8.5
1996	79.1	13.2	7.7
Naval Reserve			
1998	74.7	13.2	12.1
1996	73.1	13.5	13.3
Air Force Reserve			
1998	70.2	14.2	15.6
1996	68.6	16.3	15.1
Air National Guard			
1998	73.7	13.4	12.9
1996	70.5	15.5	14.1

Table D-55. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	N/A
Army	n.s.	n.s.	N/A
Navy	n.s.	$p < 0.01$	N/A
Marine Corps	n.s.	n.s.	N/A
Air Force	n.s.	n.s.	N/A
Coast Guard	$p < 0.01$	n.s.	N/A
Total Reserve and Guard	N/A	n.s.	N/A
Army Reserve	n.s.	$p < 0.01$	N/A
Army National Guard	$p < 0.01$	n.s.	N/A
Naval Reserve	n.s.	n.s.	N/A
Air Force Reserve	$p < 0.05$	n.s.	N/A
Air National Guard	n.s.	n.s.	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-56.**

*Good Recruiters Made Up for Those Who Could Not Make Their Quotas (percentage)*  
*– Question 60d (recoded)*

	Agree	Neutral	Disagree
Total Active DoD			
1998	57.4	17.2	25.4
1996	57.8	20.3	21.9
1994	57.2	22.1	20.7
Army			
1998	47.2	19.4	33.3
1996	54.3	20.2	25.5
1994	55.4	23.7	21.0
Navy			
1998	62.7	17.2	20.0
1996	65.1	19.9	15.1
1994	57.3	22.0	20.7
Marine Corps			
1998	75.2	12.6	12.2
1996	64.7	17.3	18.0
1994	71.1	15.3	13.6
Air Force			
1998	54.1	17.6	28.2
1996	37.5	29.9	32.6
1994	43.1	25.9	31.1
Coast Guard <sup>a</sup>			
1998	59.5	23.3	17.2
1996	44.0	33.0	23.0
1994	51.4	26.4	22.2
Total Reserve and Guard			
1998	50.8	21.3	27.9
1996	39.9	25.5	34.6
1994	41.9	25.0	33.1
Army Reserve			
1998	40.1	22.7	37.3
1996	51.5	22.2	26.2
1994	57.1	22.1	20.8
Army National Guard			
1998	53.4	20.9	25.7
1996	31.6	28.0	40.5
1994	33.0	27.7	39.3
Naval Reserve			
1998	67.4	18.2	14.4
1996	55.8	22.1	22.1
1994	53.7	16.5	29.8
Air Force Reserve			
1998	53.7	23.6	22.8
1996	37.2	25.6	37.2
1994	44.9	28.1	27.0
Air National Guard			
1998	51.3	21.5	27.2
1996	33.3	24.2	42.5
1994	33.6	28.0	38.3



Table D-56. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	$p < 0.01$
Army	$p < 0.01$	$p < 0.01$	$p < 0.01$
Navy	$p < 0.01$	$p < 0.05$	$p < 0.05$
Marine Corps	$p < 0.01$	$p < 0.01$	n.s.
Air Force	n.s.	$p < 0.01$	$p < 0.01$
Coast Guard	$p < 0.01$	$p < 0.01$	n.s.
Total Reserve and Guard	N/A	$p < 0.01$	$p < 0.01$
Army Reserve	$p < 0.01$	$p < 0.01$	$p < 0.01$
Army National Guard	n.s.	$p < 0.01$	$p < 0.01$
Naval Reserve	$p < 0.01$	$p < 0.01$	$p < 0.01$
Air Force Reserve	n.s.	$p < 0.01$	n.s.
Air National Guard	n.s.	$p < 0.01$	$p < 0.01$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-57.*****Change in Experience Level of Fellow Recruiters (percentage) – Question 61m (recoded)***

	Greater	Same	Less
Total Active DoD			
1998	17.9	34.1	48.0
1996	19.8	39.8	40.4
1994	12.2	42.5	45.3
Army			
1998	17.1	30.4	52.5
1996	22.7	40.7	36.6
1994	13.3	43.8	43.0
Navy			
1998	20.2	33.8	46.1
1996	17.9	37.6	44.4
1994	14.5	41.5	44.0
Marine Corps			
1998	18.4	39.7	41.9
1996	15.7	40.6	43.7
1994	9.8	49.6	40.6
Air Force			
1998	16.0	38.9	45.0
1996	19.8	39.7	40.5
1994	4.2	29.1	66.8
Coast Guard <sup>a</sup>			
1998	34.9	46.8	18.3
1996	33.7	34.7	31.6
1994	11.1	55.6	33.3
Total Reserve and Guard			
1998	18.5	35.6	45.9
1996	17.7	38.4	43.9
1994	11.3	54.7	33.9
Army Reserve			
1998	13.8	29.7	56.6
1996	13.7	30.6	55.7
1994	7.9	40.4	51.7
Army National Guard			
1998	19.1	38.8	42.1
1996	16.9	41.4	41.7
1994	10.3	62.6	27.1
Naval Reserve			
1998	25.9	36.9	37.3
1996	23.4	40.9	35.6
1994	18.5	55.2	26.3
Air Force Reserve			
1998	17.0	34.0	48.9
1996	12.9	47.1	40.0
1994	8.9	46.7	44.4
Air National Guard			
1998	22.1	31.6	46.3
1996	29.5	35.5	35.0
1994	20.8	49.5	29.7

Table D-57. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01
Navy	n.s.	n.s.	p < 0.01
Marine Corps	p < 0.01	n.s.	p < 0.01
Air Force	p < 0.05	n.s.	p < 0.01
Coast Guard	p < 0.01	p < 0.01	p < 0.01
Total Reserve and Guard	N/A	n.s.	p < 0.01
Army Reserve	p < 0.01	n.s.	p < 0.01
Army National Guard	p < 0.01	n.s.	p < 0.01
Naval Reserve	p < 0.01	n.s.	p < 0.01
Air Force Reserve	n.s.	p < 0.01	p < 0.01
Air National Guard	p < 0.05	p < 0.01	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-58.**

*Recruiter Was Given a Realistic Preview of Recruiting Duty (percentage)*  
*– Question 19a (recoded)*

	Agree	Neutral	Disagree
Total Active DoD			
1998	27.6	17.8	54.6
1996	21.2	17.7	61.2
1994	22.6	19.0	58.4
Army			
1998	19.9	19.1	61.0
1996	18.2	17.3	64.5
1994	19.2	20.6	60.2
Navy			
1998	30.7	12.9	56.4
1996	20.0	17.3	62.7
1994	22.8	16.8	60.4
Marine Corps			
1998	34.9	19.3	45.8
1996	27.6	20.4	52.1
1994	25.1	20.2	54.7
Air Force			
1998	40.1	16.6	43.3
1996	25.4	14.0	60.6
1994	32.2	17.0	50.8
Coast Guard <sup>a</sup>			
1998	47.2	15.7	37.0
1996	55.0	15.0	30.0
1994	56.2	17.8	26.0
Total Reserve and Guard			
1998	49.3	16.1	34.7
1996	44.8	20.1	35.1
1994	49.0	18.2	32.8
Army Reserve			
1998	30.3	12.9	56.8
1996	23.4	19.1	57.4
1994	31.3	16.1	52.6
Army National Guard			
1998	51.3	18.8	29.9
1996	48.7	20.4	30.9
1994	53.6	20.0	26.4
Naval Reserve			
1998	60.8	16.5	22.7
1996	53.7	21.2	25.1
1994	55.4	15.5	29.1
Air Force Reserve			
1998	77.8	8.3	13.9
1996	61.6	25.6	12.8
1994	64.8	19.8	15.4
Air National Guard			
1998	70.0	11.2	18.9
1996	67.7	17.3	15.0
1994	60.3	16.4	23.4

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-58. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	$p < 0.01$
Army	$p < 0.01$	n.s.	n.s.
Navy	$p < 0.01$	$p < 0.01$	$p < 0.01$
Marine Corps	$p < 0.01$	$p < 0.05$	$p < 0.01$
Air Force	$p < 0.01$	$p < 0.01$	$p < 0.01$
Coast Guard	$p < 0.01$	$p < 0.05$	$p < 0.01$
Total Reserve and Guard	N/A	$p < 0.01$	n.s.
Army Reserve	$p < 0.01$	$p < 0.01$	n.s.
Army National Guard	$p < 0.01$	n.s.	n.s.
Naval Reserve	$p < 0.01$	n.s.	n.s.
Air Force Reserve	$p < 0.01$	$p < 0.01$	$p < 0.01$
Air National Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-59.**

*Family Members Were Prepared for Demands of Recruiting Assignment (percentage)*  
*– Question 19b (recoded)*

	Agree	Neutral	Disagree
Total Active DoD			
1998	15.3	15.9	68.8
1996	10.6	15.6	73.8
1994	14.1	15.6	70.3
Army			
1998	9.8	14.9	75.4
1996	7.7	15.1	77.2
1994	11.5	14.2	74.3
Navy			
1998	14.0	14.9	71.0
1996	11.3	13.3	75.3
1994	13.2	16.1	70.6
Marine Corps			
1998	19.5	17.6	62.9
1996	11.7	16.8	71.4
1994	16.2	15.0	68.8
Air Force			
1998	33.3	18.3	48.4
1996	21.3	21.9	56.7
1994	24.6	21.0	54.4
Coast Guard <sup>a</sup>			
1998	36.4	23.6	40.0
1996	42.7	25.8	31.5
1994	26.5	35.3	38.2
Total Reserve and Guard			
1998	28.2	19.7	52.1
1996	24.0	20.0	56.1
1994	26.0	20.9	53.1
Army Reserve			
1998	18.6	15.0	66.4
1996	13.9	18.9	67.1
1994	17.3	15.5	67.1
Army National Guard			
1998	27.3	21.4	51.3
1996	23.3	17.9	58.8
1994	27.0	22.8	50.3
Naval Reserve			
1998	30.3	21.0	48.7
1996	27.2	30.6	42.2
1994	27.3	19.1	53.6
Air Force Reserve			
1998	60.8	15.4	23.8
1996	54.4	21.5	24.1
1994	55.4	21.7	22.9
Air National Guard			
1998	47.4	25.8	26.8
1996	46.8	19.9	33.3
1994	36.4	29.2	34.4

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-59. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	n.s.
Army	p < 0.01	n.s.	n.s.
Navy	n.s.	n.s.	n.s.
Marine Corps	p < 0.01	p < 0.01	n.s.
Air Force	p < 0.01	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.05	p < 0.01
Total Reserve and Guard	N/A	p < 0.01	n.s.
Army Reserve	p < 0.01	n.s.	n.s.
Army National Guard	n.s.	p < 0.05	n.s.
Naval Reserve	n.s.	p < 0.01	n.s.
Air Force Reserve	p < 0.01	n.s.	n.s.
Air National Guard	p < 0.01	p < 0.01	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-60.*****Received Good Professional Training for Job (percentage) – Question 19c (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	54.5	23.5	22.0
1996	52.7	26.0	21.3
1994	52.7	26.6	20.7
Army			
1998	46.9	25.7	27.4
1996	42.7	30.2	27.1
1994	44.4	30.2	25.4
Navy			
1998	54.9	22.5	22.5
1996	55.2	24.5	20.4
1994	55.3	24.7	20.0
Marine Corps			
1998	66.9	21.7	11.4
1996	71.4	19.1	9.5
1994	69.9	21.3	8.8
Air Force			
1998	60.6	19.4	20.0
1996	53.4	24.9	21.7
1994	53.1	25.2	21.7
Coast Guard <sup>a</sup>			
1998	43.7	14.3	42.1
1996	57.0	15.0	28.0
1994	49.3	19.2	31.5
Total Reserve and Guard			
1998	58.8	17.4	23.8
1996	57.9	21.7	20.4
1994	60.5	19.1	20.4
Army Reserve			
1998	41.3	29.0	29.6
1996	37.9	32.7	29.4
1994	42.4	24.7	32.9
Army National Guard			
1998	63.2	13.3	23.4
1996	63.7	18.0	18.3
1994	66.8	18.1	15.1
Naval Reserve			
1998	72.7	12.7	14.6
1996	68.2	18.5	13.3
1994	70.5	14.7	14.7
Air Force Reserve			
1998	72.2	9.7	18.1
1996	61.6	18.6	19.8
1994	63.7	17.6	18.7
Air National Guard			
1998	61.9	17.4	20.8
1996	64.1	18.6	17.3
1994	58.9	15.0	26.2

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)



Table D-60. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	n.s.	p < 0.05
Army	p < 0.01	p < 0.05	p < 0.05
Navy	n.s.	n.s.	n.s.
Marine Corps	p < 0.01	n.s.	n.s.
Air Force	p < 0.01	p < 0.05	p < 0.01
Coast Guard	p < 0.01	p < 0.01	p < 0.05
Total Reserve and Guard	N/A	p < 0.01	p < 0.05
Army Reserve	p < 0.01	n.s.	n.s.
Army National Guard	p < 0.01	p < 0.01	p < 0.01
Naval Reserve	p < 0.01	n.s.	n.s.
Air Force Reserve	p < 0.01	p < 0.01	p < 0.01
Air National Guard	n.s.	n.s.	p < 0.05

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-61.*****Training Was Helpful and Relevant for Job (percentage) - Question 19d (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	61.2	22.9	15.9
1996	58.3	25.3	16.5
Army			
1998	54.3	26.0	19.7
1996	50.8	28.1	21.1
Navy			
1998	66.8	18.3	14.9
1996	62.1	24.1	13.7
Marine Corps			
1998	70.0	21.1	8.9
1996	70.9	19.6	9.5
Air Force			
1998	63.0	20.6	16.4
1996	56.3	27.4	16.3
Coast Guard <sup>a</sup>			
1998	49.6	20.0	30.4
1996	66.0	17.0	17.0
Total Reserve and Guard			
1998	64.6	19.1	16.3
1996	66.6	19.9	13.6
Army Reserve			
1998	51.8	28.4	19.8
1996	52.0	27.4	20.6
Army National Guard			
1998	66.9	16.4	16.6
1996	71.2	17.6	11.3
Naval Reserve			
1998	77.3	12.3	10.4
1996	74.5	17.4	8.1
Air Force Reserve			
1998	78.3	14.0	7.7
1996	67.4	12.8	19.8
Air National Guard			
1998	67.8	17.8	14.4
1996	68.0	18.3	13.7

Table D-61. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.05$	N/A
Army	$p < 0.01$	n.s.	N/A
Navy	$p < 0.01$	$p < 0.05$	N/A
Marine Corps	$p < 0.01$	n.s.	N/A
Air Force	n.s.	$p < 0.01$	N/A
Coast Guard	$p < 0.01$	$p < 0.01$	N/A
Total Reserve and Guard	N/A	n.s.	N/A
Army Reserve	$p < 0.01$	n.s.	N/A
Army National Guard	$p < 0.01$	$p < 0.01$	N/A
Naval Reserve	$p < 0.01$	n.s.	N/A
Air Force Reserve	$p < 0.01$	$p < 0.01$	N/A
Air National Guard	n.s.	n.s.	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-62.*****Training Was Insufficient for Effective Recruiting (percentage) - Question 19e (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	33.9	24.3	41.8
1996	30.0	28.6	41.5
Army			
1998	39.6	26.6	33.8
1996	33.2	32.4	34.3
Navy			
1998	31.4	21.7	46.8
1996	28.4	26.9	44.7
Marine Corps			
1998	27.9	23.0	49.1
1996	22.9	25.2	52.0
Air Force			
1998	26.5	21.3	52.2
1996	34.5	20.3	45.2
Coast Guard <sup>a</sup>			
1998	35.2	17.6	47.2
1996	25.3	21.2	53.5
Total Reserve and Guard			
1998	37.5	18.8	43.7
1996	27.6	24.6	47.8
Army Reserve			
1998	49.1	20.4	30.5
1996	36.1	31.5	32.5
Army National Guard			
1998	36.0	18.5	45.5
1996	26.4	23.0	50.6
Naval Reserve			
1998	27.7	15.4	56.9
1996	19.0	22.0	59.0
Air Force Reserve			
1998	27.1	19.4	53.5
1996	25.0	15.5	59.5
Air National Guard			
1998	25.5	19.6	54.9
1996	23.6	20.0	56.4

Table D-62. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	N/A
Army	$p < 0.01$	$p < 0.01$	N/A
Navy	$p < 0.01$	$p < 0.05$	N/A
Marine Corps	$p < 0.01$	n.s.	N/A
Air Force	$p < 0.01$	$p < 0.01$	N/A
Coast Guard	$p < 0.01$	$p < 0.01$	N/A
Total Reserve and Guard	N/A	$p < 0.01$	N/A
Army Reserve	$p < 0.01$	$p < 0.01$	N/A
Army National Guard	n.s.	$p < 0.01$	N/A
Naval Reserve	$p < 0.01$	$p < 0.01$	N/A
Air Force Reserve	$p < 0.01$	n.s.	N/A
Air National Guard	$p < 0.01$	n.s.	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-63.*****Allocated Time in Training Was Sufficient (percentage) – Question 19f (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	45.6	25.4	29.0
1996	45.3	29.0	25.8
1994	48.4	28.8	22.8
Army			
1998	39.6	27.7	32.7
1996	40.8	32.0	27.2
1994	43.1	31.9	25.1
Navy			
1998	42.5	23.3	34.2
1996	43.9	26.7	29.4
1994	45.7	30.2	24.1
Marine Corps			
1998	55.0	25.1	19.9
1996	57.1	26.0	17.0
1994	64.0	20.8	15.2
Air Force			
1998	56.2	20.0	23.8
1996	44.3	26.9	28.9
1994	54.6	24.6	20.8
Coast Guard <sup>a</sup>			
1998	50.0	19.8	30.2
1996	56.0	23.0	21.0
1994	45.2	23.3	31.5
Total Reserve and Guard			
1998	53.9	21.2	24.9
1996	53.1	26.9	20.1
1994	56.9	21.0	22.1
Army Reserve			
1998	45.5	24.3	30.2
1996	42.2	33.3	24.5
1994	44.3	27.2	28.5
Army National Guard			
1998	56.5	20.3	23.2
1996	57.4	23.7	18.9
1994	61.4	19.0	19.5
Naval Reserve			
1998	54.4	20.1	25.5
1996	54.6	29.3	16.0
1994	62.7	18.6	18.6
Air Force Reserve			
1998	67.4	16.0	16.7
1996	60.5	20.9	18.6
1994	64.8	18.7	16.5
Air National Guard			
1998	55.7	21.3	23.0
1996	53.2	25.9	20.9
1994	55.1	17.8	27.1

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-63. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01
Navy	p < 0.01	n.s.	p < 0.01
Marine Corps	p < 0.01	n.s.	p < 0.01
Air Force	p < 0.01	p < 0.01	n.s.
Coast Guard	p < 0.05	p < 0.01	n.s.
Total Reserve and Guard	N/A	p < 0.01	n.s.
Army Reserve	p < 0.01	p < 0.01	n.s.
Army National Guard	n.s.	n.s.	n.s.
Naval Reserve	n.s.	p < 0.01	p < 0.01
Air Force Reserve	p < 0.01	n.s.	n.s.
Air National Guard	n.s.	n.s.	n.s.

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-64.*****Leadership Kept Recruiters Informed of Quality of Life Initiatives (percentage)******- Question 60g (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	28.5	23.8	47.7
1996	27.3	27.3	45.4
Army			
1998	23.4	21.7	54.9
1996	22.9	27.4	49.8
Navy			
1998	27.4	25.9	46.7
1996	27.5	27.3	45.1
Marine Corps			
1998	36.1	25.6	38.3
1996	32.2	27.5	40.3
Air Force			
1998	35.8	25.5	38.7
1996	38.9	26.6	34.6
Coast Guard <sup>a</sup>			
1998	30.2	33.3	36.5
1996	31.3	29.3	39.4
Total Reserve and Guard			
1998	26.3	22.8	50.9
1996	24.0	25.3	50.6
Army Reserve			
1998	23.0	21.2	55.8
1996	21.8	24.2	54.0
Army National Guard			
1998	26.1	23.0	50.9
1996	22.9	25.2	51.9
Naval Reserve			
1998	21.6	23.2	55.2
1996	26.4	25.5	48.1
Air Force Reserve			
1998	42.6	20.6	36.9
1996	34.9	25.6	39.5
Air National Guard			
1998	36.0	28.5	35.5
1996	31.7	30.3	38.0



Table D-64. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	N/A
Army	$p < 0.01$	$p < 0.01$	N/A
Navy	n.s.	n.s.	N/A
Marine Corps	$p < 0.01$	n.s.	N/A
Air Force	$p < 0.01$	n.s.	N/A
Coast Guard	$p < 0.01$	n.s.	N/A
Total Reserve and Guard	N/A	n.s.	N/A
Army Reserve	n.s.	n.s.	N/A
Army National Guard	n.s.	n.s.	N/A
Naval Reserve	$p < 0.05$	n.s.	N/A
Air Force Reserve	$p < 0.01$	n.s.	N/A
Air National Guard	$p < 0.01$	n.s.	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-65.*****Contract Quotas Reflected Accession Requirements (percentage) – Question 60e (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	35.7	27.9	36.4
1996	35.1	31.7	33.2
1994	34.1	33.0	32.9
Army			
1998	26.0	30.0	44.0
1996	28.3	34.0	37.7
1994	23.2	35.8	41.0
Navy			
1998	48.1	28.5	23.4
1996	40.3	33.8	26.0
1994	40.8	34.1	25.1
Marine Corps			
1998	40.5	23.8	35.7
1996	40.0	22.5	37.5
1994	46.0	24.0	30.1
Air Force			
1998	47.2	26.6	26.2
1996	45.3	35.2	19.5
1994	41.6	32.0	26.4
Coast Guard <sup>a</sup>			
1998	51.5	35.6	12.9
1996	49.0	37.0	14.0
1994	40.3	38.9	20.8
Total Reserve and Guard			
1998	43.7	26.9	29.3
1996	40.5	29.2	30.4
1994	36.8	31.6	31.6
Army Reserve			
1998	24.8	32.3	42.9
1996	28.3	26.7	45.0
1994	25.9	31.2	42.9
Army National Guard			
1998	49.9	24.7	25.4
1996	43.7	28.5	27.8
1994	39.0	33.4	27.6
Naval Reserve			
1998	47.2	28.6	24.2
1996	44.9	35.1	20.0
1994	42.4	23.5	34.1
Air Force Reserve			
1998	59.7	21.7	18.6
1996	51.2	23.3	25.6
1994	59.1	23.9	17.0
Air National Guard			
1998	57.1	23.6	19.4
1996	47.4	35.3	17.2
1994	40.6	37.2	22.2

Table D-65. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	$p < 0.01$
Army	$p < 0.01$	$p < 0.01$	$p < 0.05$
Navy	$p < 0.01$	$p < 0.01$	$p < 0.05$
Marine Corps	$p < 0.01$	n.s.	n.s.
Air Force	$p < 0.01$	$p < 0.01$	n.s.
Coast Guard	$p < 0.01$	n.s.	$p < 0.01$
Total Reserve and Guard	N/A	n.s.	$p < 0.01$
Army Reserve	$p < 0.01$	n.s.	n.s.
Army National Guard	$p < 0.01$	$p < 0.05$	$p < 0.01$
Naval Reserve	$p < 0.05$	n.s.	$p < 0.01$
Air Force Reserve	$p < 0.01$	$p < 0.05$	n.s.
Air National Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-66.*****Satisfaction With Immediate Supervisor (percentage) - Question 35a (recoded)***

	Significance <sup>b</sup>	Satisfied	Neutral	Dissatisfied
Total Active DoD	N/A	57.3	19.8	23.0
Army	$p < 0.01$	50.7	22.1	27.2
Navy	$p < 0.01$	61.9	15.6	22.5
Marine Corps	$p < 0.01$	63.4	19.9	16.7
Air Force	$p < 0.01$	64.2	16.6	19.2
Coast Guard <sup>a</sup>	$p < 0.01$	63.8	12.6	23.6
Total Reserve and Guard	N/A	59.6	18.0	22.4
Army Reserve	$p < 0.05$	54.4	18.4	27.2
Army National Guard	n.s.	59.8	18.9	21.3
Naval Reserve	n.s.	62.4	16.7	20.9
Air Force Reserve	$p < 0.01$	72.0	11.9	16.1
Air National Guard	$p < 0.05$	65.1	15.7	19.1

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-67.*****Satisfaction With Recruiting Command Beyond Immediate Supervisor (percentage)******- Question 35b***

	Significance <sup>b</sup>	Satisfied	Neutral	Dissatisfied
Total Active DoD	N/A	34.5	26.0	39.5
Army	p < 0.01	25.6	24.4	50.0
Navy	n.s.	37.7	26.3	35.9
Marine Corps	p < 0.01	45.5	28.7	25.8
Air Force	p < 0.01	43.3	26.5	30.2
Coast Guard <sup>a</sup>	n.s.	39.4	25.2	35.4
Total Reserve and Guard	N/A	34.9	22.2	42.9
Army Reserve	p < 0.05	30.3	22.8	46.8
Army National Guard	n.s.	34.1	22.0	43.9
Naval Reserve	n.s.	35.7	19.0	45.3
Air Force Reserve	p < 0.01	45.5	27.3	27.3
Air National Guard	p < 0.01	51.3	22.0	26.7

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-68.*****Supervisor Would Help if Recruiter Had Trouble Making Goal (percentage)******– Question 20i (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	46.7	23.1	30.2
1996	40.6	26.2	33.2
1994	42.7	24.5	32.8
Army			
1998	40.7	25.3	34.0
1996	36.4	28.3	35.2
1994	38.9	25.2	35.9
Navy			
1998	50.9	19.9	29.2
1996	43.1	24.2	32.7
1994	46.3	22.4	31.3
Marine Corps			
1998	54.4	21.7	24.0
1996	48.0	23.6	28.4
1994	48.9	26.3	24.9
Air Force			
1998	49.6	22.2	28.2
1996	37.5	27.4	35.2
1994	38.8	25.1	36.0
Coast Guard <sup>a</sup>			
1998	44.1	25.4	30.5
1996	51.1	24.5	24.5
1994	47.8	27.5	24.6
Total Reserve and Guard			
1998	42.5	20.3	37.2
1996	36.0	23.5	40.6
1994	34.2	24.5	41.3
Army Reserve			
1998	38.1	19.9	42.0
1996	36.1	22.8	41.1
1994	34.7	22.0	43.3
Army National Guard			
1998	41.8	19.9	38.3
1996	33.7	23.0	43.3
1994	32.7	25.1	42.2
Naval Reserve			
1998	48.8	24.0	27.1
1996	41.9	26.9	31.2
1994	38.5	26.7	34.8
Air Force Reserve			
1998	59.6	15.4	25.0
1996	38.6	30.1	31.3
1994	47.1	29.4	23.5
Air National Guard			
1998	44.1	23.0	32.9
1996	41.6	20.3	38.1
1994	30.9	23.2	45.9

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-68. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	p < 0.01
Army	p < 0.01	n.s.	n.s.
Navy	p < 0.05	p < 0.01	n.s.
Marine Corps	p < 0.01	n.s.	n.s.
Air Force	n.s.	p < 0.01	p < 0.01
Coast Guard	n.s.	n.s.	n.s.
Total Reserve and Guard	N/A	p < 0.01	p < 0.01
Army Reserve	p < 0.05	n.s.	n.s.
Army National Guard	n.s.	p < 0.01	p < 0.01
Naval Reserve	p < 0.01	n.s.	p < 0.01
Air Force Reserve	p < 0.01	p < 0.01	p < 0.01
Air National Guard	n.s.	n.s.	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-69.*****Received Good Support From Supervisors (percentage) - Question 25c (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	51.0	24.7	24.4
1996	44.8	27.5	27.7
1994	47.9	26.5	25.6
Army			
1998	42.0	28.4	29.6
1996	39.6	29.8	30.6
1994	44.2	28.7	27.2
Navy			
1998	55.8	19.0	25.2
1996	45.4	26.5	28.1
1994	46.5	23.7	29.9
Marine Corps			
1998	59.1	24.6	16.2
1996	52.4	25.1	22.5
1994	56.5	26.7	16.8
Air Force			
1998	63.9	17.9	18.1
1996	52.4	24.2	23.4
1994	54.2	25.5	20.3
Coast Guard <sup>a</sup>			
1998	59.8	15.7	24.4
1996	61.0	24.0	15.0
1994	69.9	19.2	11.0
Total Reserve and Guard			
1998	53.0	21.4	25.6
1996	47.7	24.9	27.4
1994	48.0	25.1	26.8
Army Reserve			
1998	42.8	25.9	31.3
1996	37.9	29.7	32.3
1994	39.9	29.4	30.7
Army National Guard			
1998	52.7	21.2	26.1
1996	46.1	23.9	30.0
1994	49.3	25.2	25.5
Naval Reserve			
1998	56.2	22.3	21.5
1996	55.8	26.1	18.1
1994	49.2	22.9	28.0
Air Force Reserve			
1998	72.7	11.9	15.4
1996	72.1	16.3	11.6
1994	71.4	16.5	12.1
Air National Guard			
1998	76.4	10.7	12.9
1996	70.9	16.8	12.3
1994	56.3	16.4	27.2

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)



Table D-69. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	$p < 0.01$	n.s.
Army	$p < 0.01$	n.s.	n.s.
Navy	$p < 0.01$	$p < 0.01$	$p < 0.01$
Marine Corps	$p < 0.01$	$p < 0.05$	n.s.
Air Force	$p < 0.01$	$p < 0.01$	$p < 0.01$
Coast Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$
Total Reserve and Guard	N/A	$p < 0.01$	$p < 0.01$
Army Reserve	$p < 0.01$	n.s.	n.s.
Army National Guard	n.s.	$p < 0.05$	n.s.
Naval Reserve	n.s.	n.s.	$p < 0.01$
Air Force Reserve	$p < 0.01$	n.s.	n.s.
Air National Guard	$p < 0.01$	$p < 0.01$	$p < 0.01$

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-70.*****Superiors and Recruiter Worked as a Team (percentage) – Question 25d (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	47.2	24.7	28.1
1996	41.4	27.7	30.9
1994	42.8	28.1	29.1
Army			
1998	39.4	26.7	33.9
1996	37.4	29.6	33.0
1994	39.5	30.6	29.8
Navy			
1998	51.1	23.0	25.9
1996	43.2	26.1	30.7
1994	42.6	26.4	31.0
Marine Corps			
1998	56.9	25.0	18.1
1996	47.9	26.4	25.7
1994	51.5	25.9	22.6
Air Force			
1998	53.3	18.5	28.2
1996	41.0	25.9	33.0
1994	43.6	26.3	30.1
Coast Guard <sup>a</sup>			
1998	53.2	21.4	25.4
1996	60.0	26.0	14.0
1994	69.9	19.2	11.0
Total Reserve and Guard			
1998	47.5	23.9	28.6
1996	43.8	26.3	29.9
1994	43.2	28.5	28.3
Army Reserve			
1998	42.0	25.4	32.6
1996	38.5	28.9	32.6
1994	39.5	29.7	30.7
Army National Guard			
1998	44.0	25.5	30.5
1996	40.9	26.0	33.2
1994	42.5	29.1	28.4
Naval Reserve			
1998	56.5	21.2	22.3
1996	51.2	24.7	24.0
1994	44.2	28.0	27.8
Air Force Reserve			
1998	69.2	14.7	16.1
1996	64.0	25.6	10.5
1994	65.9	22.0	12.1
	(cont.)		
Air National Guard			
1998	68.2	16.3	15.5
1996	64.1	22.7	13.2
1994	50.7	23.0	26.3

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-70. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	p < 0.01
Army	p < 0.01	n.s.	p < 0.05
Navy	n.s.	p < 0.01	p < 0.01
Marine Corps	p < 0.01	p < 0.01	n.s.
Air Force	p < 0.01	p < 0.01	p < 0.01
Coast Guard	n.s.	p < 0.01	p < 0.01
Total Reserve and Guard	N/A	n.s.	p < 0.01
Army Reserve	p < 0.05	n.s.	n.s.
Army National Guard	p < 0.01	n.s.	n.s.
Naval Reserve	p < 0.01	n.s.	p < 0.01
Air Force Reserve	p < 0.01	p < 0.01	p < 0.05
Air National Guard	p < 0.01	p < 0.01	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-71.*****Supervisors Understood and Helped Recruiters With Problems (percentage)***  
***- Question 26a (recoded)***

	Agree	Neutral	Disagree
Total Active DoD			
1998	45.9	22.8	31.3
1996	36.0	27.8	36.1
1994	39.8	27.6	32.6
Army			
1998	38.3	25.5	36.2
1996	34.1	27.8	38.1
1994	37.2	27.2	35.5
Navy			
1998	46.2	21.8	32.1
1996	32.3	28.0	39.6
1994	37.4	27.9	34.8
Marine Corps			
1998	56.7	19.4	23.9
1996	43.4	27.9	28.7
1994	47.9	29.1	23.0
Air Force			
1998	55.7	20.0	24.4
1996	39.9	26.8	33.3
1994	45.0	26.3	28.7
Coast Guard <sup>a</sup>			
1998	55.9	18.9	25.2
1996	64.0	16.0	20.0
1994	68.5	20.5	11.0
Total Reserve and Guard			
1998	45.2	21.4	33.4
1996	38.5	24.3	37.2
1994	38.0	25.4	36.6
Army Reserve			
1998	36.3	23.1	40.5
1996	27.9	26.0	46.1
1994	29.5	28.9	41.6
Army National Guard			
1998	43.6	22.5	33.9
1996	38.6	22.7	38.6
1994	40.5	23.4	36.1
Naval Reserve			
1998	52.7	18.8	28.5
1996	44.7	28.9	26.4
1994	35.2	27.8	36.9
Air Force Reserve			
1998	69.2	12.6	18.2
1996	62.4	18.8	18.8
1994	70.0	15.6	14.4
Air National Guard			
1998	63.8	16.6	19.6
1996	54.8	24.0	21.3
1994	42.0	27.8	30.2

For 1991 and 1989 results, see DMDC Report No. 97-019 (November 1997)

Table D-71. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	p < 0.01
Army	p < 0.01	n.s.	n.s.
Navy	n.s.	p < 0.01	p < 0.01
Marine Corps	p < 0.01	p < 0.01	p < 0.01
Air Force	p < 0.01	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.05	p < 0.01
Total Reserve and Guard	N/A	p < 0.01	p < 0.01
Army Reserve	p < 0.01	p < 0.05	n.s.
Army National Guard	n.s.	n.s.	n.s.
Naval Reserve	p < 0.01	p < 0.01	p < 0.01
Air Force Reserve	p < 0.01	n.s.	n.s.
Air National Guard	p < 0.01	p < 0.01	p < 0.01

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-72.**

***Supervisors Actively Assisted Recruiter in Getting High School Cooperation (percentage)***  
***- Question 59***

	Yes, Frequently	Sometimes	No, never
Total Active DoD			
1998	26.4	49.7	23.9
1996	17.1	51.8	31.1
Army			
1998	25.7	50.1	24.2
1996	17.7	52.3	30.0
Navy			
1998	19.2	47.5	33.3
1996	14.0	46.1	39.8
Marine Corps			
1998	32.5	49.3	18.2
1996	19.6	56.5	23.9
Air Force			
1998	28.6	52.8	18.7
1996	17.2	54.9	27.9
Coast Guard <sup>a</sup>			
1998	19.8	33.3	46.8
1996	19.2	41.0	39.7
Total Reserve and Guard			
1998	17.8	46.3	36.0
1996	14.1	46.9	39.0
Army Reserve			
1998	25.3	53.9	20.9
1996	15.9	62.4	21.7
Army National Guard			
1998	15.1	43.9	41.0
1996	14.5	40.7	44.8
Naval Reserve			
1998	6.1	42.9	51.0
1996	8.3	33.3	58.3
Air Force Reserve			
1998	11.9	38.1	50.0
1996	9.4	37.5	53.1
Air National Guard			
1998	16.3	40.2	43.5
1996	8.7	45.6	45.6

Table D-72. (continued)

Chi-Square Significance	Comparison within 1998 <sup>b</sup>	Comparison Across Years: 1998 versus	
		1996	1994
Total Active DoD	N/A	p < 0.01	N/A
Army	n.s.	p < 0.01	N/A
Navy	p < 0.01	p < 0.01	N/A
Marine Corps	p < 0.01	p < 0.01	N/A
Air Force	p < 0.05	p < 0.01	N/A
Coast Guard	p < 0.01	n.s.	N/A
Total Reserve and Guard	N/A	p < 0.05	N/A
Army Reserve	p < 0.01	p < 0.01	N/A
Army National Guard	p < 0.01	n.s.	N/A
Naval Reserve	p < 0.01	n.s.	N/A
Air Force Reserve	p < 0.01	n.s.	N/A
Air National Guard	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-73.*****Immediate Supervisor Coached Recruiter if Needed (percentage) – Question 67b (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	55.3	21.5	23.2
Army	p < 0.01	52.0	21.6	26.3
Navy	n.s.	57.9	20.9	21.2
Marine Corps	p < 0.05	58.4	22.2	19.4
Air Force	n.s.	58.2	20.6	21.2
Coast Guard <sup>a</sup>	p < 0.01	44.9	31.5	23.6
Total Reserve and Guard	N/A	49.0	23.2	27.8
Army Reserve	n.s.	44.7	24.9	30.4
Army National Guard	n.s.	47.6	22.4	30.0
Naval Reserve	p < 0.01	58.9	22.5	18.6
Air Force Reserve	p < 0.01	61.5	23.8	14.7
Air National Guard	p < 0.05	53.9	23.3	22.8

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



**Table D-74.**

***Immediate Supervisor Did a Poor Job of Maintaining Morale Among Recruiters (percentage)***  
***– Question 67d (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	39.4	22.7	37.9
Army	p < 0.01	45.5	22.1	32.4
Navy	n.s.	37.4	21.7	40.9
Marine Corps	p < 0.01	31.2	25.6	43.1
Air Force	p < 0.01	34.2	21.0	44.8
Coast Guard <sup>a</sup>	p < 0.01	25.2	25.2	49.6
Total Reserve and Guard	N/A	34.6	24.2	41.2
Army Reserve	p < 0.01	41.5	21.8	36.7
Army National Guard	n.s.	33.1	25.8	41.2
Naval Reserve	n.s.	35.7	24.4	39.9
Air Force Reserve	p < 0.01	25.9	22.4	51.7
Air National Guard	p < 0.01	25.0	21.1	53.9

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-75.*****Recruiters Should Not Bother Overworked Supervisors With Problems (percentage)  
- Question 68a (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	8.7	8.4	82.9
Army	n.s.	9.9	9.0	81.0
Navy	n.s.	9.7	8.5	81.8
Marine Corps	n.s.	6.8	7.6	85.7
Air Force	$p < 0.01$	3.7	5.5	90.8
Coast Guard <sup>a</sup>	$p < 0.01$	1.4	8.6	90.0
Total Reserve and Guard	N/A	8.9	9.3	81.8
Army Reserve	$p < 0.05$	15.9	15.9	68.3
Army National Guard	n.s.	7.7	8.9	83.4
Naval Reserve	n.s.	6.2	9.0	84.7
Air Force Reserve	n.s.	8.2	4.9	86.9
Air National Guard	$p < 0.01$	8.8	3.9	87.3

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-76.*****Teamwork Was as Important as Each Person's Own Effort (percentage)******- Question 68b (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	95.7	2.0	2.3
Army	n.s.	95.5	2.7	1.8
Navy	n.s.	95.2	1.5	3.3
Marine Corps	n.s.	97.1	1.3	1.7
Air Force	n.s.	93.6	1.8	4.6
Coast Guard <sup>a</sup>	p < 0.01	100.0	0.0	0.0
Total Reserve and Guard	N/A	92.6	4.9	2.5
Army Reserve	n.s.	96.8	1.6	1.6
Army National Guard	p < 0.01	88.7	7.1	4.2
Naval Reserve	n.s.	94.4	4.9	0.7
Air Force Reserve	p < 0.01	98.4	1.6	0.0
Air National Guard	p < 0.01	99.0	1.0	0.0

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-77.*****It Was Supervisor's Job to Motivate Recruiters to Make Goals (percentage)******- Question 68c (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	91.2	5.2	3.6
Army	n.s.	91.2	4.5	4.3
Navy	n.s.	91.2	6.4	2.4
Marine Corps	n.s.	89.9	6.3	3.8
Air Force	$p < 0.01$	97.2	0.9	1.8
Coast Guard <sup>a</sup>	$p < 0.01$	82.9	15.7	1.4
Total Reserve and Guard	N/A	86.7	7.6	5.7
Army Reserve	$p < 0.01$	92.1	7.9	0.0
Army National Guard	$p < 0.01$	81.0	10.1	8.9
Naval Reserve	n.s.	90.9	4.9	4.2
Air Force Reserve	$p < 0.01$	96.7	1.6	1.6
Air National Guard	$p < 0.01$	93.1	2.9	3.9

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-78.**

***When Supervisor Listened to Subordinate, Supervisor Did Their Job Better (percentage)***  
***– Question 68d (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	72.5	20.2	7.3
Army	n.s.	71.2	20.3	8.6
Navy	p < 0.05	77.6	17.3	5.2
Marine Corps	n.s.	68.8	24.1	7.2
Air Force	n.s.	79.8	14.7	5.5
Coast Guard <sup>a</sup>	p < 0.01	78.3	20.3	1.4
Total Reserve and Guard	N/A	73.8	19.4	6.7
Army Reserve	p < 0.01	49.2	41.3	9.5
Army National Guard	n.s.	76.2	16.7	7.1
Naval Reserve	n.s.	78.3	14.7	7.0
Air Force Reserve	p < 0.01	83.6	14.8	1.6
Air National Guard	p < 0.01	88.2	8.8	2.9

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-79.**

***It Was Supervisor's Job to Teach Recruiters Who Had Not Learned Everything From Training (percentage) – Question 68e (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	93.8	4.9	1.3
Army	n.s.	94.4	4.5	1.1
Navy	n.s.	94.5	4.2	1.2
Marine Corps	n.s.	91.6	6.8	1.7
Air Force	n.s.	95.4	2.8	1.8
Coast Guard <sup>a</sup>	$p < 0.01$	91.3	8.7	0.0
Total Reserve and Guard	N/A	90.3	6.4	3.2
Army Reserve	n.s.	95.2	3.2	1.6
Army National Guard	$p < 0.05$	86.9	8.3	4.8
Naval Reserve	n.s.	90.2	7.0	2.8
Air Force Reserve	$p < 0.01$	93.4	6.6	0.0
Air National Guard	$p < 0.01$	98.0	1.0	1.0

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-80.*****Recruiters Needed Constant Pressure to Make Goals (percentage) – Question 68f (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	28.4	20.6	51.0
Army	p < 0.01	24.1	20.0	55.9
Navy	p < 0.01	22.7	20.3	57.0
Marine Corps	p < 0.01	40.1	22.8	37.1
Air Force	n.s.	34.9	17.4	47.7
Coast Guard <sup>a</sup>	p < 0.01	4.3	17.4	78.3
Total Reserve and Guard	N/A	12.8	15.3	71.9
Army Reserve	n.s.	15.9	14.3	69.8
Army National Guard	p < 0.05	9.5	14.3	76.2
Naval Reserve	p < 0.01	19.4	18.1	62.5
Air Force Reserve	n.s.	18.0	19.7	62.3
Air National Guard	n.s.	8.8	14.7	76.5

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-81.**

***Supervisors Who Inspired Recruiters Made the Difference Between Goal Achievement and Failure (percentage) – Question 68g (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	88.5	7.5	4.0
Army	p < 0.05	85.8	8.8	5.4
Navy	n.s.	90.0	7.0	3.0
Marine Corps	p < 0.05	91.9	5.9	2.1
Air Force	n.s.	90.8	5.5	3.7
Coast Guard <sup>a</sup>	p < 0.01	74.3	18.6	7.1
Total Reserve and Guard	N/A	91.3	5.9	2.8
Army Reserve	n.s.	85.7	11.1	3.2
Army National Guard	n.s.	91.7	4.8	3.6
Naval Reserve	n.s.	93.7	4.9	1.4
Air Force Reserve	n.s.	90.2	6.6	3.3
Air National Guard	p < 0.01	95.1	4.9	0.0

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.



**Table D-82.**

***Once Properly Trained, Recruiters Should Be Allowed to Make Their Own Decisions  
(percentage) – Question 68h (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	68.0	18.2	13.8
Army	p < 0.05	71.6	15.8	12.6
Navy	p < 0.01	71.8	19.4	8.8
Marine Corps	p < 0.01	57.2	20.8	22.0
Air Force	p < 0.01	69.7	22.9	7.3
Coast Guard <sup>a</sup>	n.s.	67.1	20.0	12.9
Total Reserve and Guard	N/A	78.8	14.9	6.3
Army Reserve	n.s.	76.2	15.9	7.9
Army National Guard	n.s.	81.0	13.1	6.0
Naval Reserve	n.s.	73.6	18.7	7.6
Air Force Reserve	p < 0.05	67.2	24.6	8.2
Air National Guard	p < 0.01	89.2	8.8	2.0

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-83.**

***Supervisors Could Do Only So Much to Encourage Recruiters Who Failed (percentage)***  
***– Question 68i (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	78.8	7.7	13.5
Army	p < 0.01	83.1	7.4	9.5
Navy	n.s.	78.2	8.2	13.6
Marine Corps	p < 0.01	71.2	8.5	20.3
Air Force	n.s.	78.9	4.6	16.5
Coast Guard <sup>a</sup>	n.s.	75.7	11.4	12.9
Total Reserve and Guard	N/A	79.1	7.0	13.9
Army Reserve	n.s.	79.4	9.5	11.1
Army National Guard	p < 0.05	82.1	4.8	13.1
Naval Reserve	n.s.	73.6	10.4	16.0
Air Force Reserve	n.s.	85.2	3.3	11.5
Air National Guard	p < 0.01	68.6	10.8	20.6

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.

**Table D-84.**

***Punishing Recruiters Who Did Not Make Their Goals Could Be Counterproductive  
(percentage) – Question 68j (recoded)***

	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active DoD	N/A	80.1	11.1	8.9
Army	p < 0.01	86.9	7.7	5.4
Navy	n.s.	81.2	10.3	8.5
Marine Corps	p < 0.01	66.4	18.3	15.3
Air Force	n.s.	77.1	11.0	11.9
Coast Guard <sup>a</sup>	p < 0.01	81.2	14.5	4.3
Total Reserve and Guard	N/A	81.8	9.8	8.5
Army Reserve	n.s.	85.7	9.5	4.8
Army National Guard	p < 0.05	80.4	8.3	11.3
Naval Reserve	p < 0.05	84.7	11.1	4.2
Air Force Reserve	n.s.	77.0	13.1	9.8
Air National Guard	n.s.	80.4	12.7	6.9

n.s. - not significant at the 0.05 level

a Coast Guard Recruiters are excluded from the percentages for Total Active DoD because they are under the Department of Transportation.

b Comparison of specified Service or Component is with the rest of active DoD Services or Reserve Components. For Coast Guard, comparison is between Coast Guard and Total Active DoD.